

**UNITED NATIONS EDUCATIONAL,  
SCIENTIFIC AND CULTURAL ORGANIZATION**

**EXECUTIVE BOARD**

Hundred and seventy-first session

**ADDRESS BY THE DIRECTOR-GENERAL  
ON THE OCCASION OF THE REPLY TO THE GENERAL DEBATE  
OF THE 171st SESSION OF THE EXECUTIVE BOARD ON ITEMS:**

3. Report by the Director-General on the execution of the programme adopted by the General Conference
4. Report by the Director-General on the follow-up of decisions and resolutions adopted by the Executive Board and the General Conference at their previous sessions
5. Report by the Director-General on the reform process
20. Consideration of the Draft Programme and Budget for 2006-2007 (33 C/5) and recommendations of the Executive Board

Mr Chairman of the Executive Board,  
Mr President of the General Conference,  
Excellencies,  
Ladies and Gentlemen,

1. I would like to begin my response to the rich and varied statements by the Members of the Board with some general comments and reflections.
2. A number of remarks were of a bilateral nature; these will be responded to in the PX and/or FA Commissions, or through bilateral discussions.
3. Echoing my opening remarks in plenary, there appears to be among the Members of the Board a shared sense that UNESCO, like the United Nations system as a whole, is at a crossroads. In facing the challenges before us, we cannot afford to be paralysed by indecision. We must choose, and we must choose wisely. And this may well lead us to select the less travelled path, as one speaker said.
4. In listening to your statements over the past two days, your remarks have differed widely in tone and substance. As the head of this Organization, I am very much concerned about the morale of the staff. It is a precious commodity and one that should not be squandered or undermined by sweeping negative generalizations. UNESCO is certainly not a perfect Organization, but I believe it deserves much more credit than some of you are prepared to give. Frankly, the portrait painted of UNESCO by some Members of the Board is unrecognizable when I visit different countries and talk with leading members of your governments and with our partners on the ground.
5. The difference between image and reality, or at any rate between different perceptions of reality, is a key thread running through your presentations. Frankly, I sometimes am left wondering what exactly is the “real world” that is sometimes referred to. Judging by the remarks of many Member States from the developing world, I have the feeling that their views are not being sufficiently heard. This point was made eloquently by Rwanda.

### **Global mandate**

6. A number of speakers have called for greater clarification of the role that UNESCO can play as a specialized agency of the United Nations system in the context of international cooperation. At the heart of that role is our global mandate, which has become more and more recognized, although we have had to fight in some cases for this recognition, as in the case of the post-tsunami situation. In this regard, I am gratified by the comments many of you have made regarding our response to the Indian Ocean tsunami disaster. Through the Intergovernmental Oceanographic Commission (IOC), we are playing exactly the role at the global and regional level that our mandate as a specialized agency asks us to do. Our impact at the national and local level will come from the application of our global mandate, mediated through our work with national authorities and development partners on the ground. Our biggest impact comes from ensuring that the right systems and processes are put in place, and from our related policy advice and capacity-building functions. The recent conference in Mauritius gave clear recognition to UNESCO as an indispensable tool for organizing international cooperation to establish a tsunami early warning system for the Indian Ocean.

7. In regard to education for all (EFA), many of you have observed that UNESCO is not at present fully exercising its leadership role, but at least now all EFA stakeholders acknowledge the legitimacy of UNESCO to do so. The EFA strategy is designed to equip us to play this role, with your support and in cooperation with our EFA partners. Please note that in order to maintain the momentum of the global EFA mapping process, UNESCO will be convening a second meeting of EFA partners for this purpose in June. This matter will also be taken up at the sixth meeting of the Working Group on EFA in late July and also at the High-Level Group meeting in Beijing in late November.

### **Local action**

8. In addition to their global mandates, the specialized agencies all have a role to play at country level. But this is very different from that examined by the United Kingdom's Department for International Development (DFID) study on assessing the organizational effectiveness of multilateral and bilateral institutions, funding entities, development programmes and specialized agencies, referred to by Ambassador Craddock. Allow me to make a few observations.

- (a) Together with the other heads of the main specialized agencies – ILO, WHO, FAO – we believe that the format, methodology and focus of the effectiveness assessment undertaken was tilted against the functions and missions of specialized agencies. More than half of the themes and issue areas, against which the preparedness of organizations was measured, related to responsiveness, adherence and implementation of Poverty Reduction Strategies (PRS). As the prevailing paradigm and content of most PRS frameworks do not include the domains of UNESCO (in particular science, culture, communication/media and significant aspects of education), UNESCO's fulfilment and commitment at the present stage are naturally very low. Thus, there is an inherent distortion given the fact that many of our fields of competence are not embraced by the PRS framework. Once PRS processes adopt a more holistic and comprehensive approach, this situation certainly will change.
- (b) Furthermore, the strengths of specialized agencies, like their normative and standard-setting functions, are not included in the assessment criteria at all. Hence, as I pointed out in my introductory statement, we need to promote a fuller appreciation of the functions and role of specialized agencies within the United Nations system – and I am pleased to inform you that all Directors-General are committed to such a campaign. I am aware that the Director-General of FAO has written to the United Kingdom authorities with a categorical rejection of the survey and its findings. Incidentally, the need to capture more precisely the functions of specialized agencies vis-à-vis United Nations funds and programmes is also a point relevant for the discussions of the proposals made by the Utstein Group. We are indeed interested in continuing our dialogue with the Utstein Group on these and other matters in order to improve our country-level action as a member of the United Nations country team.
- (c) Lastly, let me note that the assessment of UNESCO was indicated to be still of a preliminary nature and I certainly hope that through additional discussions we will be able to convince our partner DFID that there may be some misperceptions and causes for reconsidering their preliminary assessment. It is just a pity that the results were published despite their preliminary nature – while, for example, results for one specialized agency, ILO, have thus far not been circulated at all. It is also regrettable that the findings of the study have been used to rank different United Nations bodies; this is not in the spirit with which UNESCO participated in the study.

9. I am making all these detailed points because the assessment of an important contributor and donor like DFID is of great concern to us. It not only affects the perception of other donors, but it also impacts on the morale of staff in the field.

10. This being said, I noted that many interventions by developing countries in the debate of the last two days seem to tell a different story: UNESCO has indeed a palpable impact at the country level, especially in the fields of education and culture. Without trying to be complacent, the lesson for me would be that important issues like global effectiveness assessments, which are often quickly being broadcast to the world by interested parties, would benefit from a broader and balanced base of assessors, in particular involving beneficiary countries of UNESCO activities and interventions.

11. These observations, however, will not obscure the fact that UNESCO must do better and must enhance the impact of its activities, especially at the national level, through a variety of measures: more targeted policies, better criteria for the distribution of resources, responsiveness to the overarching poverty and Millennium Development Goals (MDG) agenda, and integration in as well as contribution to the Common Country Assessments (CCA) and United Nations Development Assistance Framework (UNDAF), which are the key programming tools of the United Nations system as a whole. We have made a beginning, by convening immediately after this session of the Executive Board an intensive training session of some 50 staff, mostly from the field, to prepare for the 40-some CCA, UNDAF and PRS exercises due to be conducted in 2005 and 2006.

12. We are determined to leave UNESCO's programmatic imprint during this round of country-level coordination, which will enable us to be a full partner of countries and participate within the United Nations Country Teams during the multi-year implementation of these programmes. We are aware that the quality of our staff and their ability to contribute substantively to country-level discussions will be pivotal for positioning the Organization in United Nations system activities in future.

13. A recurrent theme, common to all specialized agencies within the United Nations system, is the challenge of achieving the right balance between global mandate and country-level role. Let me address this question from another angle. If we look at the ratio of posts and the distribution of the workforce at Headquarters and the field, for example, UNESCO has roughly a 2:1 ratio in the proposed 33 C/5 document, which just a few years ago (in document 30 C/5) stood at 3:1. Incidentally, it was almost 5:1 in the late 1980s. Our future 2:1 ratio is the same as that of ILO, and this encourages me to think that we have got the balance more or less right. The same is also true for the decentralization of programme funds: in the proposed 33 C/5 document, the rate is about 58.5%. Here again, I feel that we have more or less reached the right balance.

### **Concentration**

14. A number of Board Members have suggested that we are over-stretched in our involvements and that we still have to prioritize more. I basically agree, but I am also puzzled. On the one hand, UNESCO is called upon to focus and to concentrate, and this is precisely what we are seeking to do, for example, through our emphasis on EFA. And we are being encouraged by some among you to close down certain projects and activities that have seen better days and to avoid opening up new initiatives that might dissipate our energies. My source of puzzlement is that a number of you have also expressed interest in UNESCO taking up new issues or pursuing such activities as artistic education. Now, no one in UNESCO, and certainly not myself, is against artistic education as a positive and useful dimension of the whole educational experience of children and young people. It must be provided at the national level by national governments. But, at this moment, is this to become a significant effort on UNESCO's part? If so, please tell me how I can explain this to our EFA partners.

15. This example leads me to a more general observation. Many of you are referring to the need for the so-called “sunset clause” to be more rigorously applied. The world conference on artistic education is a case in point. We originally conceived of this conference as the terminal point of a process of regional and national meetings and was intended to wrap up the conclusions reached. This is what a sunset clause really means, but now you are asking for follow-up which would commit the Organization for some years into the future. I repeat: follow-up is necessary but by national governments at the national level.

16. This shows how concentration is difficult to achieve in this Organization. Everyone wants it but there is no agreement on what exactly has to be eliminated. This reluctance to eliminate or at least diminish certain programmes was evident during your debate.

### **Results-based management**

17. Many countries have commented on progress made with regard to results-based programming and formulation. I am grateful for this positive feedback. At the same time, other Members of the Board were more critical. In this regard, let me plead to keep things in perspective: five years ago, UNESCO had practically no inkling of results-based management (RBM). Oversight and evaluation were rudimentary and lacked transparency. We were hardly linked to any United Nations system-wide endeavours.

18. Today, we have a panoply of indicators to identify and measure what is working and what is not working, where impact is real and not merely a rhetorical flourish. At any moment, we can know what are the rates of implementation of the programme, where they are being implemented and in which countries. This has allowed us to fine-tune proposals contained in draft document 33 C/5. We are using the expected results and performance indicators for evaluations and we are aligning our reporting in the EX/4 documents and the C/3 document. This is tangible progress, I submit. So, I was certainly pleased by the many comments welcoming the improvements in document 171 EX/4.

19. Can we improve further? No doubt! But this is an ongoing and iterative process, involving painstaking training at Headquarters and the field level. It entails, above all, a cultural change of sorts across all sectors and units of UNESCO. From our knowledge of the state of affairs of other agencies, I dare say that UNESCO is ahead in many respects in results-based programming. The challenge is now to catch up with results-based budgeting, bringing into the equation staff costs as well. This is a major challenge which *no* agency of the United Nations system has as yet mastered.

### **External Evaluation**

20. The European Union called for an external evaluation of UNESCO’s administrative practices and excess red tape, which may impede implementation and performance. UNESCO’s functioning is not simple, given that the Organization’s Member States do not act only vis-à-vis the Organization but also within it – as evidenced by the governance of the education institutes, of different scientific programmes, and the World Heritage Committee. Given this complexity, I know how difficult it is to reach a thorough understanding of the obstacles and bottlenecks on the path towards improved governance and the reduction of red tape. You will remember that at the very beginning of my mandate, I called upon the Joint Inspection Unit (JIU) to undertake a thorough evaluation of the UNESCO Secretariat as a whole. The recommendations of JIU were in a certain way the blueprint of my reform.

21. You will also recall that Mr Ouédraogo, who was the Chair of JIU at the time, commended UNESCO for having taken such an initiative. We were, by the way, the first and, to my knowledge, still are the only United Nations organization to have taken the step to draw upon the services of JIU. Perhaps it would be a good idea to again call upon JIU to take stock of the reform thus far achieved and to make recommendations, including the governance problems at UNESCO, namely, the interactions between the Secretariat and Member States.

### **UNESCO's presence in Member States**

22. I would like to thank the Members of the Board who have expressed their support to the reforms I have undertaken in the field of decentralization and who have appreciated the transparent nature of my report on the subject.

23. Your encouragements to pursue my efforts in this regard have been followed by concrete recommendations: on the one hand, the necessity to further enhance the coordination between Headquarters, cluster, national and regional offices, and to strive towards an ownership of the policies and practices put in place to that effect; and on the other hand, the need to ensure that offices are endowed with staff possessing the requisite skills to guarantee the quality of results and the visibility of the Organization. I also note the desire expressed by some of you that UNESCO should depend more on the expertise of national professionals, and in this regard would like to assure you that this is precisely one of the principal objectives laid down in our medium- and long-term staffing strategy, which is being presented to this Session of the Board in document 171 EX/6 Part I.

24. I have also noted the importance you give to the integration of the field offices' action in the field in the country-level priorities, which fall within UNESCO's domains of competence, and to the stronger coordination with local teams of the United Nations. This is one of the major objectives that is singled out from the review of the decentralization strategy.

25. I would now like to focus on some of the specific questions raised by the Board regarding the structure of the field network. First, as regards the regional bureaux for communication and information, I wish to recall that two of these bureaux had been established in 2002 in New Delhi and Quito to help reinforce the action of our cluster and national offices. However, as I explained to you in the private session, it has been recognized that it was difficult to develop regional strategies in communication and information and that the technical backstopping to cluster and national offices is best delivered through a network of regional advisers based in the region. For this reason, it has been decided to end the regional functions of these bureaux. These offices will continue to function as cluster offices. I am convinced that they will be able to better serve their Member States in this way.

26. I have listened carefully to the arguments set forward by Peru for the maintenance of the Lima Office. Let me inform you that I have requested the DDG, Marcio Barbosa, to undertake a visit to meet with the concerned authorities in order to examine alternative arrangements to maintain a UNESCO's presence in the country. I also would like to draw the attention of Peru to what the representative of Rwanda said.

27. Several Member States expressed the need to better clarify the roles between field offices and National Commissions. It is in this view that guidelines have been developed and widely circulated to the National Commissions for their comments thereon. These guidelines define their respective functions, their respective contributions to the planning and programming process of UNESCO, and

their specific roles in the implementation of the programmes as well as the modalities of consultation and liaison between them.

28. Many of you have strongly recalled that National Commissions are the main relays of UNESCO's action in each Member State. Indeed, in all the meetings held with the Presidents and the Secretaries-General of National Commissions, both during my official visits to Member States and at UNESCO Headquarters, I have repeatedly emphasized the important role played by National Commissions. Great efforts have been made by the Organization and by the Member States for the capacity-building of these bodies since 2001. To that end, \$1.5 million from the regular budget and \$3.5 million under the Participation Programme were spent for this purpose. It is intended to pursue these efforts in the coming years.

29. Some concerns were raised with regard to the institutional restructuring concerning National Commissions in that it would seriously jeopardize their actions and reduce the Organization's visibility on the ground. Let me assure you that such restructuring was by no means intended to hamper the importance of our cooperation with the National Commissions. In effect, the merging of the National Commissions Section within the Division of Relations with Member States and National Commissions was meant only to strengthen and improve the quality of relationship with our Member States in achieving the desired synergetic effects and the avoiding of overlaps. I have listened to your concerns, however, and I will reflect upon them. I would like my staff to reflect upon them too.

30. But decentralization encompasses not only field units, institutes and National Commissions but also the many relays that our Organization possesses in civil society. One illustration of this growing tendency is shown by the desire of several Member States to establish category II centres aligned with UNESCO's programmes and priorities. Indeed, in this regard, a number of proposals were submitted by Board Members at this very session of the Executive Board, and the Secretariat is committed to prepare several feasibility studies in time for their consideration at the next Executive Board meeting and, then, at the General Conference.

### **Visibility**

31. On the question of UNESCO's visibility, let me take up Professor Wiltshire's comments on the Australian media coverage of the Indian Ocean tsunami and his claim that UNESCO was absent from that coverage. The Bureau of Public Information (BPI) has gathered information that provides rather a different picture.

32. Most notably, a recent media campaign detailing UNESCO's efforts to establish the Indian Ocean Tsunami Warning System has been extensively covered by the media worldwide. In Australia, *The Australian*, *The Adelaide Advertiser*, *The Brisbane Courier Mail*, the *Melbourne Herald Sun* and *The Daily Telegraph* carried the announcement that UNESCO would lead efforts to set up a tsunami early warning system both for the Indian Ocean (by 2006) and globally (by 2007). It was also treated at length by the Australian Broadcasting Corporation, the Special Broadcasting Service and Radio Australia. I do hope that Professor Wiltshire will read Australian newspapers more carefully.

33. Internationally, the story was picked up by the major networks, including the BBC and CNN, and by news agencies, including Agence France Presse, Reuters, Bloomberg, Xinhua, PANA and Associated Press. Similar coverage continued through the Kobe conference and the recent Mauritius conference.

34. From the end of December 2004 to mid-April, the tsunami has been constantly in the central part of UNESCO's homepage. This page has been visited more than 1 million times during that period.

35. The example of the tsunami definitely vindicates the assertion of the Ambassador of Brazil that what counts most is UNESCO's activities. We are very visible in Brazil. The same is the case in Japan, my own country. This is not because the Organization's Director-General happens to be Japanese. It is because, in Japan, there is an extensive and active network of about 300 UNESCO Clubs. This shows that civil society, UNESCO Clubs and National Commissions can raise UNESCO's profile in Member States.

36. Meanwhile, I can point to a number of significant results that have been achieved in relation to UNESCO's visibility in regard to the audiovisual, website and press relations areas, as detailed in document 171 EX/4. More improvements can be expected with the recent nomination of Mr Saturnino Muñoz Gómez of Spain as Director of BPI.

Mr Chairman,

37. The discussion over the past two days has done much more than assess the progress made and highlight what remains to be done. It has opened up a debate on what I believe to be some of the major fields of endeavour for the future, which certainly prefigure some of the main thrusts of the next Medium-Term Strategy.

38. The fact is that the world, given the extreme rapidity with which it is changing, is unquestionably not the same world as it was six years ago when we charted the course of our medium-term action.

39. The threats looming over it and over the very viability of our planet, be they due to an unsustainable exploitation of the environment, to health risks on an unprecedented scale such as the HIV/AIDS pandemic, or to the exacerbation of violence and identity-based isolationism caused by the clash of cultures and even religions, claim UNESCO's attention in a special way given its specific mandates and the diverse fields for which it has responsibility.

40. The recent visits by President Khatami and President Bouteflika to UNESCO Headquarters, and the tremendous interest aroused by their addresses on the dialogue between civilizations and religions, show that the time has come, as some of you have emphasized, for our Organization to propose on a more ambitious scale a programme that can meet this challenge, which can be seen as more crucial by the day for the future of humanity.

41. The key issue is to place emphasis on universally shared values which underpin our human community, without however undermining the rich diversity of cultures. It is a major challenge, and I feel strongly today that it is a precondition for international security and lasting peace.

42. We must take strong, practical initiatives that can bring about a genuine dialogue between political and religious bodies but also, above all, between peoples and communities. UNESCO has already initiated such a process, regionally and subregionally, for example in South-East Europe, as I mentioned in my introduction, focused on the themes of culture, communication and the sciences. We shall have to step up such initiatives, which convey new hope. This goal should certainly be one of the main thrusts of the next Medium-Term Strategy, and we shall have to look into the practical core actions that will need to be incorporated into our programmes in the years ahead.

43. The same applies to sustainable development. We must at all costs reconcile these two goals, and ensure that development can enable peoples to achieve greater well-being and a better way of



life without sacrificing social cohesion, the perpetuation of their cultural values and the preservation of the natural environment.

44. The importance that many of you explicitly attach to the United Nations Decade of Education for Sustainable Development reinforces our view that the responsibility we have been assigned as the lead agency for this Decade must be coupled with the strong mobilization of a global partnership to this end. Many countries have already taken initiatives to redirect their education systems along these lines, and I welcome this. The Decade provides an unprecedented opportunity for UNESCO to assert its comparative advantage as in terms of interdisciplinarity and to demonstrate what is really meant by the concept of the “quality of education”. Countries, in turn, must rise to the challenge and involve all the relevant ministries and also educators, experts, civil society, young people, children, community leaders and public opinion in action to pursue, all together and in a coordinated manner, the goals of the Decade. The draft plan for implementing the Decade is included in the agenda of our session. I hope it will receive your support.

45. On another point, the emergence of **knowledge societies** undeniably raises another challenge for UNESCO: that of enabling developing countries to gain access and contribute to what may be seen as a new capital for humanity – the pooling of knowledge, which virtually knows no bounds. UNESCO’s concept of pluralistic and inclusive knowledge societies will be vigorously defended during the second phase of the World Summit on the Information Society, scheduled to take place in Tunis in November 2005.

46. But UNESCO wants this vision to be carried beyond Tunis. Many of the lines of the Geneva and Tunis plans of action are of direct relevance to UNESCO’s fields of competence. We shall therefore take very seriously the establishment of machinery and processes for the purpose of ensuring and coordinating follow-up to the Plan of Action on subjects such as adequate capacity-building, the development of online learning and of science on line, cultural and linguistic diversity and the production of local content, not forgetting the question of the media and ethics in the information society. I shall be organizing an information meeting on UNESCO’s contribution to the Tunis summit in the course of this year, at all events before the holding of the summit next November.

47. The HIV/AIDS pandemic is another new challenge for UNESCO in view of the proportions it has assumed in the last few years. Education actually remains the only effective response we have at present. We must work with all of the organizations and agencies in the system and the partners prepared to participate in this merciless battle against the scourge. Our new Global Initiative has been drawn up in this spirit and is already notching up the first promising results. The extensive consultations which we have had with our partners in UNAIDS and elsewhere, including those within the framework of the Inter-Agency Task Force on HIV/AIDS and education, have proved very useful. A technical consultation was held last January with the co-sponsoring organizations, the results of which were presented at the global coordination meeting in February. The Initiative received full approval at the last meeting of the Committee of Co-sponsoring Organizations (COC) in Moscow in March. Here too UNESCO is demonstrating the added value of its approach, which benefits from its many fields of competence and its capacity to achieve unanimity among its partners. I should also like to announce that I shall be organizing an information meeting in that regard on 10 May with Peter Piot, the Executive Director of UNAIDS.

48. Lastly, and this will be my final example, I was happy to see how many of you appreciated the rapid and effective response which we managed to organize to the crisis caused by the recent tsunami, thus showing your confidence in our capacity for action in emergency situations. It is a form of encouragement which I appreciate.

49. As some of you have emphasized, UNESCO is well placed to rally and guide the international community in its responses to global problems in its fields of competence, be they natural disasters like the tsunami, or post-conflict situations, by helping with reconstruction from the early stages following the crises and conflict situations, which does not exempt it from providing support in the medium and longer term.

50. I am therefore particularly grateful to those of you who have supported the principle of including in document 33 C/5 a special budget line in anticipation of such emergency situations, which will enable the Organization to provide a rapid and relevant response.

Mr Chairman,

51. I now come to the last item of this response, concerning the proposed budget for 2006-2007. I listened carefully to your debate. Out of this, it is evident that there is no consensus on the level of the budget to adopt for the coming two years. Some consider that the budget of \$635 million that I propose is a minimum requirement for the Organization to be able to carry out its main functions. Others wish to maintain the zero nominal growth principle, independent of the interest that they may show in the reinforcement of activities that have been proposed within the \$25 million envelope.

52. Let us be very clear: when we speak in this precise case of zero nominal growth, what we mean is in fact an actual decrease of the budget. Not only do we have to absorb within this sum nominal and statutory adjustments of nearly \$33 million, which correspond in a strict sense to zero nominal growth, but also the supplementary expenditures of more than \$24 million linked to security, reimbursement of the loan, the management of field units, etc. Allow me to point out that the total of these supplementary expenditures corresponds, more or less, to the \$25 million reinforcement that I believe indispensable to permit me to properly carry out the mandate with which you have entrusted me.

53. In short, it is therefore, in terms of programme and personnel, a budget that is reduced by \$57 million that is being proposed within the so-called baseline of \$610 million.

54. Some speakers expressed the desire that I make supplementary cuts within this baseline budget of \$610 million in order to be able to finance a certain number of activities proposed under the \$25 million reinforcement. My dearest wish, as you are no doubt aware, would be to be able to respect this desire. However, I do not see how I can make more cuts within the \$610 million budget without putting at risk the minimum functioning requirements of our Organization.

55. Several suggest that I further reduce what they call the “less priority programmes”. However, there seems to be no agreement on what these “less priority” programmes would be. Even where I have taken the initiative to make cuts, these cuts are called into question by some of you: artistic education, philosophy, foresight, the participation programme, the Young Professionals Programme, the Peru Office, and so on.

56. I do not see any solution other than the programme and budget corresponding to the baseline (i.e. \$610 million) which I have proposed, within which I have already agreed to absorb the Young Professionals Programme, although no suggestion has been made to me for finding alternative financing. The costs will amount to around \$800,000 in 2006, representing the creation or identification of 10 P1/P2 posts for these Young Professionals in 2007. If I were to create them, without being able to identify vacant posts, it would cost an additional \$1 million. It is therefore a total amount of \$1.8 million more that I would have to absorb in the baseline budget. In all honesty, I do not think it would be reasonable to go further than this.

57. I have fully understood that for some of you, and especially for the largest budgetary contributors, it is important to respect the principle of zero nominal growth.

58. I note in passing that these same Member States have not been so strict in other cases concerning their interpretation of zero nominal growth, as has occurred with OECD, where the amount for renovating its headquarters has not been included in the baseline budget or at the United Nations, where the General Assembly has just agreed to vote an amount of some \$50 million for security, over and above the budgetary ceiling. I would like to ask you the following question: are Member States going to refuse to vote a budgetary supplement in order to renovate United Nations headquarters, arguing that such funds have to be found within the original envelope?

59. That is why, while recognizing the arguments of the defenders of zero nominal growth, I have raised in my oral introduction the possibility of imagining innovative solutions in order to find the necessary funds, which I estimate at around \$25 million, for the proposed reinforcements. It might be possible to set up a special account, which could be financed from the following sources, for example:

- (1) through voluntary contributions;
- (2) through carry-over funds from document 32 C/5;
- (3) through management economies during the current biennium (what we call “unliquidated obligations”);
- (4) through the reorientation of certain extrabudgetary resources, in full agreement with the respective donors.

60. This special account would finance a programme of activities similar to the one I propose under the reinforcement, which would be approved by the General Conference. In this way we would not succumb to the temptation of a “UNESCO à la carte”. The work programme would be implemented utilizing available resources effectively, following an order of priority that would be pre-defined.

61. This is one suggestion among others, on which I hope that the FA and PX Commissions will reflect upon. If a follow-up would be made regarding this proposal, it would be useful to use the months remaining up to the General Conference in order to determine the ways in which the funds would be raised and get the commitments needed in order to obtain the funds.

Mr Chairman, Excellencies, Ladies and Gentlemen,

62. Some of you have recalled, with a certain degree of nostalgia, the glorious days of the saving of the temples of Abu Simbel, when UNESCO succeeded, through an unprecedented mobilization of the international community, in preserving from the waters one of the treasures of the World Heritage. It could well be the case that the challenges set before our Organization today by the HIV/AIDS pandemic, sustainable development, intercultural dialogue or the digital divide are equal in magnitude, and that the Organization could draw as much pride and prestige as in times past from a relevant, mobilizing and unifying response – a response that extends beyond political frontiers in order to fulfil our collective responsibility, in a spirit of solidarity, towards future generations.

63. For my part I retain fully the confidence in our institution to which reference was made in some of your statements. I know that UNESCO, more than ever, has a fundamental role to play in today’s world. As one of you recalled, the quest for the Holy Grail sometimes leads those unable to hold the course to veer off in the wrong direction. I constantly bear in mind our primary mission, and our objectives, towards which all my efforts are directed with enthusiasm and determination.