IMPLEMENTING A SHARPENED RESOURCE MOBILIZATION STRATEGY

NOTE BY THE SECRETARIAT

OUTLINE

This document responds to the Executive Board request to the Director-General to implement a sharpened fundraising strategy, taking into account the set up priorities and to report thereon to the General Conference (5 X/EX/Decision 2).

It recalls the general framework for extrabudgetary resource mobilization and sets out the guiding principles and targets of a sharpened fundraising strategy. It also describes the major modalities of its implementation.

I. Background

1. At its fifth special session, the Executive Board adopted 5 X/EX/Decision 2, by which the Board "requests the Director-General to implement a sharpened fundraising strategy, taking into account the priorities referred to in paragraph 4 above, and to report thereon to the General Conference". These priorities are set out in the Annex to Decision 2.1

2. The following document:

   (a) recalls the general framework for extrabudgetary fundraising by UNESCO and sets out the guiding principles of a sharpened fundraising strategy;

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1 http://unesdoc.unesco.org/images/0022/002215/221595e.pdf
(b) proposes a set of programme areas to be given priority status in fundraising, also proposing to adjust the Complementary Additional Programme (CAP) for 2014-2015;

(c) outlines proposed internal measures to strengthen extrabudgetary fundraising at all levels.

II. General context and principles

3. The impact of the non-payment of significant amounts of assessed contributions in 2014-2015 is clear and has been set out in detail by the Director-General in her “Report on the Income and Expenditure Plan as well as the Restructuring Plan Based on the Expected Cash Flow of US $507 million for 2014-2015” (192 EX/16 Part I). The consequent budget cuts would seriously hamper UNESCO’s ability to deliver on its core mandate and priorities and would weaken its leadership “at a time when the demand for UNESCO services and support from Member States is growing in all fields of the Organization’s competence” (192 EX/16 Part I, para. 31). The Director-General has expressed her deep concerns about this situation and has called for Member States “to reflect on this grave and unprecedented situation, and to support the Organization in this time of great need through all possible ways and means, including through exceptional additional budgetary and extrabudgetary support” (ibid.)

4. The Executive Board has declared itself “mindful of the need to set priorities owing to an impaired cash flow stemming from the non-payment of a significant sum of assessed contributions”.

5. This sharpened fundraising strategy will:

   (a) be consistent with the goals and approaches set out in the Programme and Budget for 2014-2015 (Draft 37 C/5);

   (b) respect UNESCO’s general framework for extrabudgetary resource mobilization set out in the “Updated Extrabudgetary Resource Mobilization Strategic Plan” (190 EX/INF.8), the “Comprehensive Partnership Strategy” (192 EX/5 INF) as well as the Revised Operational Strategy for Priority Africa (192 EX/16 Part VI (A) & (B));

   (c) be guided by the follow-up to the Independent External Evaluation of UNESCO, with specific reference to Strategic Direction One – Increasing Focus, Strategic Direction 2, “Positioning UNESCO closer to the field”, Strategic Direction 3 “Strengthening participation in the United Nations”, Strategic Direction 5 “Developing a partnership strategy”.

6. The sharpened fundraising strategy will focus on:

   (a) reinforcing priority programme areas, consistent with the budget priority ranking established by the Board at its 5th Extraordinary Session (5 X/EX/Decision 2) for which an immediate resource mobilization effort should be initiated to preserve UNESCO’s impact and relevance;

   (b) preserving UNESCO’s leadership in areas where UNESCO has a global coordination mandate and a recognized expertise and comparative advantage. This includes the coordination of EFA and monitoring global education development, the intergovernmental and global programmes such as IOC, IHP, MAB and culture conventions;

   (c) allowing the Organization to deliver effectively in the Africa region in support of the six flagship programmes set out in the Revised Operational Strategy for Priority Africa (192 EX/16 Part VI (A) & (B) and in support of Gender Equality.
III. Setting targets for resource mobilization

7. The key objective of the “sharpened fundraising strategy” is to focus the extrabudgetary resources mobilization activities on programme priority areas (see Annex) in order to mobilize funds available for this purpose. The “funding gap” between the US $653 million scenario and the US $507 million plan of expenditure represents 45% of the RP budget for operational activities of the Major Programmes as detailed in the table below. These activities determine the profile, relevance, leadership and impact of the Organization.

<table>
<thead>
<tr>
<th>Funding gap for the operational budget (in $ thousand)</th>
<th>Draft 37 C/5 Adjusted ($653M)</th>
<th>$507M expenditure plan</th>
<th>Funding Gap (between Draft 37 C/5 and Exp.Plan)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education Sector (ED)</td>
<td>50 306</td>
<td>29 151</td>
<td>21 155</td>
</tr>
<tr>
<td>Natural Sciences Sector (SC)</td>
<td>19 223</td>
<td>11 350</td>
<td>7 873</td>
</tr>
<tr>
<td>Social and Human Sciences Sector (SHS)</td>
<td>11 251</td>
<td>5 746</td>
<td>5 506</td>
</tr>
<tr>
<td>Culture Sector (CLT)</td>
<td>15 278</td>
<td>8 001</td>
<td>7 277</td>
</tr>
<tr>
<td>Communication and Information Sector (CI)</td>
<td>13 379</td>
<td>5 615</td>
<td>7 764</td>
</tr>
<tr>
<td><strong>Total 5 Major Programmes</strong></td>
<td><strong>109 437</strong></td>
<td><strong>59 862</strong></td>
<td><strong>49 574</strong></td>
</tr>
<tr>
<td>Coordination and monitoring of action to benefit Africa</td>
<td>3 142</td>
<td>335</td>
<td>2 807</td>
</tr>
<tr>
<td>Coordination and monitoring of action to benefit Gender Equality</td>
<td>577</td>
<td>152</td>
<td>426</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>113 156</strong></td>
<td><strong>60 349</strong></td>
<td><strong>52 807</strong></td>
</tr>
</tbody>
</table>

8. Dedicated efforts will continue to be made within the framework of the Complementary Additional Programme (CAP). The CAP will continue to be the vehicle for mobilizing funds for all Expected Results retained in document 37 C/5. The process will start with the formulation of resource mobilization targets for each expected result.

9. In addition to central fund mobilization, all field units, including category 1 institutes, will be tasked to undertake extrabudgetary resource mobilization.

10. Project design and resource mobilization will be a collective effort of Headquarters and field units. It will channel towards the development of a limited number of large scale pipeline proposals. This pipeline will be promoted among potential donors and partners.

11. Full cost recovery methods will be applied and adequate provisions will be made that all staffing needs are included as direct costs in programme/project budgets.

12. The Division of Cooperation with Extrabudgetary Funding Sources (BSP/CFS) will orchestrate visits and meetings in order to reach out new donors and private sector partners. It will also engage in strategic discussion with traditional donors around this sharpened resource mobilization strategy.

IV. Improving communications

13. Efforts will be made to improve communication support for resource mobilization. To generate a multiplier effect, briefings, tools and guidelines will be prepared and tailored to the diverse interests of different audiences for use by different UNESCO entities (field offices,
institutes, programme sectors), as well as UNESCO relays such as the Goodwill Ambassadors. The purpose is to coordinate initiatives and develop a common set of messages attractively presented about UNESCO’s added value. These materials will include an overview of thematic entry points, a consolidated statement of UNESCO’s capacity (concrete examples of projects undertaken house-wide in priority areas) and serve as inputs into concept notes and specific project proposals.

14. More effective use will be made of UNESCO’s website, including the partnership website. The online donation facilities will be reviewed and a more rational structure for fundraising campaigns through social networks, other web tools and media partnerships will be developed.

15. Each member of the senior management will need to become advocate for fund mobilization by making use of their mission travels to meet with decision-makers in donor agencies and other potential partners.

V. Building capacity for resource mobilization

16. The country level is of increasing importance for fund mobilization. Therefore field offices have a critical role to play. Innovative practices such as the organization of joint committees for project design involving representatives of the national authorities and other stakeholders, primarily the United Nations system, may contribute to the success of fundraising at country level.

17. Enhanced cooperation between field offices, the relevant programme units at Headquarters, and the category 1 institutes to mobilize the full range of house-wide capacity and expertise, will be stimulated in order to develop top quality and focused programme/project proposals relevance and to facilitate implementation. Training will be an important component of this overall effort.
ANNEX

Sectoral Priority Themes for a Sharpened Resource Mobilization Strategy

PRIORITY AFRICA

UNESCO’s operational strategy for Africa responds to Africa’s current development issues and challenges as identified by Africans themselves. Priority Africa should aim, firstly, to meet the continent’s short-term needs and, secondly, to provide even more explicitly African responses to the changes at work in African economies and societies.

Linked in the short- and medium-term documents (37 C/4 and 37 C/5) the operational strategy for Priority Africa sets out a forward-looking vision for the continent, by paying attention to trends and to the germs of change that will influence its development in the decade ahead.

The strategy clearly identifies areas of priority interest to Africa, obstacles and constraints to their implementation and levers for their alleviation.

Accordingly, UNESCO will conduct activities in two major areas:

- building peace by building inclusive, peaceful and resilient societies;
- building institutional capacities for sustainable development and poverty eradication;

with six flagship programmes having Youth and Gender as crosscutting priorities, to focus action on:

1. promoting a culture of peace and non-violence;
2. strengthening education systems for sustainable development in Africa: improving equity, quality and relevance;
3. harnessing STI and knowledge for the sustainable socio-economic development of Africa;
4. fostering science for the sustainable management of Africa’s natural resources and disaster risk reduction;
5. harnessing the power of culture for sustainable development and peace in a context of regional integration;
6. promoting an environment conducive to freedom of expression and media development.

All these activities are currently underfunded and need urgent provision of additional resources. This will be one of the immediate tasks for the fundraising efforts. The six flagships are the backbone of UNESCO’s resource mobilization strategy for Africa.

GENDER EQUALITY

Gender Equality as one of two global priorities of UNESCO will be addressed through the Priority Gender Equality Action Plan for 2014-2021 (GEAP II). It provides an operational framework for the implementation of Priority Gender Equality across all UNESCO programmes (37 C/4 Add.2; 37 C/5 Add.4.) Therefore, all major programmes resources will need to be mobilized for gender mainstreaming and for gender specific activities, as specified in GEAP II.
Coordination and advocacy for EFA

The Education Sector will pursue all efforts at the global, regional and national levels to advocate for education and mobilize political and financial commitment of the international community in support of education areas of high importance to Member States, with the primary aim to accelerate progress towards the EFA goals by 2015, particularly in sub-Saharan Africa through the “Big Push EFA Acceleration Initiative in Sub Saharan Africa” and to enhance international and regional cooperation in education:

- **Literacy**: Youth and adult literacy remains one of the biggest challenges to achieving Education for All (EFA) goals and to realize right to education. Throughout the next quadrennium (2014-2017), UNESCO will target its support in two sets of interventions: scaling-up effective youth and adult literacy programmes; and providing out-of-school children with the opportunity to acquire basic quality literacy. The Organization will target 41 countries with low literacy rates, with a focus on women and girls, and on African countries. Innovative content, encompassing competencies for active citizenship in the 21st century and with stronger emphasis will be made on delivery through information and communication technologies (ICTs).

- **Teachers**: UNESCO’s action will address teacher quality imperative in priority countries, in particular in Sub-Saharan Africa, with a focus on capacity-building of teacher education and teacher training institutions, with emphasis on: improving teacher policy; reinforcing teacher training institutions; reinforcing school leadership and supervision; monitoring instruments and promoting standards of professional practice; and developing policies in teacher training and support teachers for the effective use of technology.

- **Technical and Vocational Training and Education**: In view of holistic lifelong learning, there is an increasing demand from Member States for TVET policies and programmes that respond to labour market demands, support youth transitions between education and the world of work, and promote poverty reduction and social inclusion. UNESCO will support Member States through the following four actions: support the transformation of TVET through upstream policy advice and capacity development; enhance knowledge sharing and peer learning; review normative instruments and develop frameworks for the recognition of qualifications; and reinforce international cooperation for TVET development.

Education for Sustainable Development

Sustainable development cannot be achieved by political agreements, financial incentives or technological solutions alone. Sustainable development requires changes in the way we think and act. Education plays a crucial role in bringing about this change. Action at all levels is therefore required to fully mobilize the potential of Education for Sustainable Development and enhance learning opportunities for sustainable development for all. The Global Action Programme on Education for Sustainable Development (ESD) intends to generate this action.

The Global Action Programme on Education for Sustainable Development (ESD) is expected to be a major contribution of UNESCO to the post-2015 agenda. Its goal is “to generate and scale up action in all levels and areas of education and learning to accelerate progress towards sustainable development”. The Programme, which builds on the achievements of the UNESCO-led United Nations Decade of ESD, will mobilize activities in five priority action areas: policy support for ESD; whole-institution approaches; educators; youth; local communities.
UNESCO will facilitate the implementation of the Global Action Programme through strong partnerships with all relevant stakeholders including Member States’ governments, civil society organizations, the private sector, media, the academic and research community, as well as intergovernmental organizations.

Resource mobilization activities will also reach out to the private sector which plays a particularly important role for progress towards sustainable development. As a major partner for UNESCO in the implementation of future ESD activities, the private sector is expected not only to support the funding of these activities, but also to further contribute to sustainable development by fully engaging as a beneficiary of ESD-related activities, such as education and training in sustainability issues.

Monitoring Global Education Development

Building on the important work of the UNESCO Institute of Statistics (UIS) in collecting comparative education statistics and using other internationally-comparable disaggregated data, UNESCO will continue to publish the EFA Global Monitoring Report (GMR) on progress towards EFA goals until 2015. The evidence and analysis that are disseminated through this report will play a key role in informing the debate on post-2015 education agenda. Recognizing the critical role the GMR has played in building a strong evidence base for advocacy and informing policy, after 2015, UNESCO will continue its work in monitoring trends and progress towards the future education-related international development goals. UNESCO’s work in this area is possible due to generous contributions from 12 funders who pay into a pooled fund and it will continue to seek donors and partners to decide on a suitable mechanism for monitoring global education beyond 2015.

MP II – NATURAL SCIENCES

UNESCO’s International Hydrological Programme (IHP)

UNESCO-IHP is the only intergovernmental programme of the United Nations system devoted to water research, water resources management, and water-related education and capacity-building. The successful implementation of the IYWC 2013 under UNESCO’s leadership on behalf of UN-Water, and the designation in 2013 of the Organization to ensure the position of Vice-Chair of UN-Water, brought enhanced visibility but also more responsibility to the Organization.

In the light of the financial constraints, the Organization will initiate the implementation of the eight phase of IHP (2014-2021) under serious staff and activity budget shortage. With the exception of improved groundwater resources governance, for which current extrabudgetary funding is sufficient, additional extrabudgetary resources will enable the Organization to adequately respond to the needs of the Member States in relation to the following topics defined under the IHP VIII water-related disasters and hydrological changes; water scarcity and quality; water and human settlements; eco-hydrology and water education. Increased funding would allow UNESCO to continue IHP’s leadership position in water related science and education; to strengthen the UNESCO water family as a global network devoted to advance freshwater security worldwide; to continue its active contribution to the preparation and implementation of the post-2015 development agenda where freshwater is increasingly given high priority by Member States.

The Man and the Biosphere (MAB) Programme

Concerned with problems at the interface of scientific, environmental, societal and development issues, the MAB programme will play an increased role in follow-up to Rio+20 by promoting innovative approaches to economic development that is socially and culturally appropriate and environmentally sustainable. Sub-programmes and activities will focus on specific ecosystems:
mountains; drylands; tropical forests; urban systems; wetlands; and marine, island and coastal ecosystems. Interdisciplinary and cross-sectoral collaboration, research and capacity-building are promoted. For the implementation of its interdisciplinary work on the ground, in particular capacity-building activities and the promotion of biosphere reserves as test sites for sustainable development, extrabudgetary financial resources are key.

**Strengthening capacity-building in sciences and engineering and STI policies**

A strengthened capacity for research and education in the sciences, including engineering and earth sciences, continues to be a pressing challenge of Member States, in particular of developing countries. Moreover, in order that national science and engineering capacity drive employment and sustainable development, countries need to promote an enabling environment through appropriate policies and governance structures. UNESCO is uniquely placed to develop and promote global monitoring and analysis of STI policies and strategies, as well as to improve the interface between science and policy. The financial crisis has particularly affected UNESCO’s capacity-building and STI policy efforts. Additional funding is key in order to adequately address the needs of the members States with regard to: (a) strengthening institutional capacity for research and improving science education, in particular at secondary and tertiary levels; (b) working on the policy dimensions of identifying strategic areas for enhancing national and regional research capacity, infrastructure for engineering and innovation, and designing new institutional strategies at national and regional levels; (c) assisting Member States and regions on enhancing university-industry collaborations, technology transfer and entrepreneurship; (d) develop and promote globally comparable STI monitoring and analytical policy tools (GO-SPIN and STIGAP);

UNESCO will seek to ensure presence and relevance during the International Year of Small Islands Developing States (2014) and in the preparations for the high-level Third International Conference on SIDS that will take place in Samoa from 1-4 September 2014. The conference will review progress made during the 20 years since the Barbados Programme of Action (BPoA) and seek a renewed international commitment to the sustainable development priorities of SIDS.

The **Intergovernmental Oceanographic Commission (IOC)** is a unique body within the United Nations system focused on developing ocean knowledge and services with a view to applying this knowledge to the improved management, sustainable development and protection of the marine environment and the decision-making processes of its Member States. The IOC has been particularly affected by the financial crisis and therefore needs to be strengthened in order to maintain its leadership in a number of core areas. These are:

- Ocean monitoring and early warning systems. IOC needs to be able to maintain its technical coordination role so as to ensure that networks are being deployed to common standards, and are sharing data in real time with the entire global community. IOC’s work in ocean carbon monitoring needs also to be sustained as it provides an essential pillar for understanding the processes and impacts of ocean acidification through the provision of new datasets and cooperative research activities with the global scientific community.

- Growing systematic observations of chemical and biological properties of the ocean are critical to inform global action on the conservation of marine biodiversity, and to help Member States develop strategies for environmental stewardship. IOC needs support for its Ocean Biogeographic Information System (OBIS), a part of its International Oceanographic Data and Information Exchange, which is the world’s largest open-access information system on the diversity, distribution and abundance of all marine life forms and the largest provider of marine biodiversity information to the Global Biodiversity Information Facility.
- Build national capacities in marine sciences and ocean observation. IOC’s new capacity development strategy that will build on IOC’s programmes in the regions will design appropriate tools to identify gaps and regularly document countries’ needs and investments in ocean science and monitoring, including institutional and human technical capacities; it will also strengthen the functions of IOC regional sub-commissions (IOCARIBE, IOCAFRICA, and WESPAC) so as to ensure optimal results in supporting regional ocean and coastal management priorities.

**MP III – SOCIAL AND HUMAN SCIENCES**

**Social transformations and intercultural dialogue**

All countries today are undergoing profound social transformations which reflect demographic increases, rapid urbanization, the impact of new information and communication technologies, along with the rise of new democratic aspirations and also the consequences of crises and natural disasters. These are opening vast new opportunities for inclusive development. Transformations are also giving rise to new challenges of deepening inequality, exclusion, and even tensions within societies, as globalization brings people with different cultures ever closer together. In this context, the need and the demand for social cohesion and peace, namely through intercultural including interreligious dialogue has never been so urgent. Across the world, societies are calling out for support in designing and implementing more effective policies for lasting peace and sustainable development, to ensure respect for the human rights and dignity of every woman and man and to deepen social justice.

The crucial challenge of many modern societies is diversity – cultural, religious, linguistic, social – which combines with and strengthens inequalities and tests the fabric of society. UNESCO has a unique comparative advantage in developing appropriate policies, tools, skills and competences necessary for learning to living together in multicultural and often fragmented societies. However, this leadership needs to be further strengthened, so to effectively capitalize on the experience achieved and ensure innovative and forward looking initiatives in this specialized fields, progressively invested by new actors.

Additional funds will be sought to:

- support Member States in formulating public policies on social transformations, with special emphasis on social inclusion and renewed intercultural dialogue, by strengthening research-policy decisions linkages;
- support Member States in implementing public policies, by building institutional and national capacities;
- support Member States in innovating and anticipating through dialogue and the mobilization of expertise, including local experts.

**Youth**

Around the world, young women and men are driving change and claiming respect for fundamental freedoms and rights; improved conditions for them and their communities; opportunities to learn, work and participate in decisions that affect them. At the same time, due to persistent crises, they are faced with acute challenges affecting important aspects of their lives. Investment in research, policies and programmes should be improved to create an enabling and rights-based environment where youth prosper, exercise rights, regain hope and a sense of community, and engage as responsible social actors and innovators.
Within this context, the Operational Strategy on Youth (2014-2021) is based on the recognition that youth development requires combined interventions from different fields for which UNESCO is mandated. Firstly, UNESCO will accompany Member States in building an enabling environment for youth development through the formulation or review of inclusive and integrated public policies on youth, with the participation of youth, in particular in democracies in transition or PCPD. Secondly, UNESCO will work with Member States and youth development actors, including youth organizations, young scientists, teachers and trainers, to contribute to building capacities and improving the educational and learning environment for youth to acquire skills and competencies for the transition to adulthood. Thirdly, UNESCO will provide opportunities for young women and men to put their skills and competencies to practice for the benefit of their communities and their peers, by supporting youth civic engagement, particularly in terms of youth participation in decision-making and democratic consolidation, youth community leadership, entrepreneurship and social innovation, as well as youth engagement in conflict prevention and in the consolidation of peace.

Since the Youth Forum reinforced these three axes, special efforts will be made to seek extrabudgetary funding for these activities under that strategy. Moreover, the 15 projects which have received the label of the 8th Forum will eventually receive direct or indirect support from the resource mobilization efforts.

Bioethics

For the last two decades, UNESCO has been the major global actor in promoting universal bioethical norms and principles, and in assisting countries to translate these norms into concrete policy outcomes for their citizens. The Bioethics Programme ties together the three key areas of work: (1) standard-setting: the three declarations in this field, which have served as the blueprint for many regional and national legal instruments; (2) global reflection: the International Bioethics Committee that guides policymakers through a complex maze of ethical principles; and (3) capacity-building: using education and technical assistance for bioethics committees to build robust national bioethics infrastructures around the world.

Today, bioethics includes social core and reach. Bioethical approach provides guidance for policymakers on complex questions of equitable distribution of the benefits of life-changing scientific discoveries and innovations, both between the rich and poor countries, and within each country, where rising inequalities create large social gaps even in the most affluent societies. Therefore, UNESCO’s Bioethics Programme with its three unique components has a new calling for contributing to a post-2015 development framework based on human-rights. Staying true to its commitment to anticipatory action, the Programme has already mobilized its resources towards this end but the major challenge remains to secure funds necessary to implement this mandate.

Sport and Anti-doping

Partnership mobilization for the sport programme is placed within the overall follow up of the Declaration of Berlin, adopted in May 2013 by the 5th International Conference of Ministers and Senior Officials responsible for Physical Education and Sport (MINEPS V).

This follow-up offers a uniquely legitimate, integrated and comprehensive platform for a variety of partnerships and related resource mobilization with governmental, intergovernmental and non-governmental partners including non-governmental “champions”. The Declaration’s different, detailed recommendations concerning all pressing issues in international sport policies are pertaining to themes such as gender equality, social inclusion, violence in sport, quality physical education, fighting the manipulation of sport competitions, reviewing the conditions of bidding for and hoisting major sport events, etc. They will be translated into operational work-streams with measurable results. In light of existing expressions of interest by several rather well-resourced partners in cooperating with UNESCO in areas that converge with MINEPS V work streams,
considerable support can be anticipated. In this connection it will be vital that partners could also provide support in form of personnel/human resources and host technical meetings.

The strategic and operational objective for implementation of the International Convention Against Doping in Sport (2005) consists in analysing national public prevention and education policies so as to highlight and rectify their shortcomings or unsuitability. Targeted national and regional projects might be financed under the international fund established by the Convention. Funding of the statutory organization of the fifth Conference of Parties to the Convention in 2015 by a Member State is also targeted.

MP IV: CULTURE

Building capacities to protect, promote and transmit heritage

Heritage plays an important role in human development as a repository of knowledge, a driver of economic growth, a symbolic force for stability and a conveyor of “meaning”. As such, heritage provides significant opportunities for providing responses to the challenges of the contemporary complex world, marked by rapid societal and environmental changes. Through its six internationally agreed Conventions and two Protocols, UNESCO promotes heritage in all its forms – cultural and natural; tangible and intangible; land based and submerged, movable and immovable. As heritage is also a vector of dialogue, cooperation, mutual understanding and reconciliation, especially in crisis situations, it plays a key role within broader, ongoing initiatives to promote innovative and creative approaches to bridging culture and sustainable development. An equally urgent priority is the education and mobilization of youth (and children) and the provision of basic knowledge about heritage and the importance of its safeguarding.

Additional funds will be sought to enhance:

- effective implementation of the Heritage Conventions and Protocols by Member States through the strengthening of professionals' capacities and the building of appropriate legal and institutional frameworks, within which cultural policies are integrated into national development policies;
- effective governance of the Conventions at the international level;
- youth education and mobilization in the field of cultural and natural heritage and the development of complementary tools for all the heritage related conventions through the “Heritage in Young Hands” Programme.

Fostering creativity and the diversity of cultural expressions

In times of crisis, new social and economic models have to be developed in which cultural creativity plays an important role as source of innovation, as a vector of dialogue, cooperation and mutual understanding, and as a specific component of broader initiatives to promote innovative approaches to sustainable development. There is an urgent need to strengthen UNESCO’s work through the 2005 Convention on the Promotion and Protection of the Diversity of Cultural Expressions to support the development of the legal, policy, institutional and human environments that promote creativity and support the diversity of cultural expressions and maximise the opportunities for everyone to fulfil their creative potential. This is principally achieved by supporting mechanisms that foster creativity and support the emergence of dynamic cultural and creative industries as a tool for inclusive economic and social development, including those that that foster local production of cultural goods and services, the development of local markets and access to platforms for their distribution/exchange worldwide. The need is evident for demand-driven technical assistance and engagement of local and regional expertise, including the training of experts; and the production and dissemination of training materials and tools, including for policy-making, data collection and partnership development.
Support for Arts Education, which inspires young people to express themselves and can be used to transfer new skills and knowledge is particularly necessary, as is support for UNESCO’s work to capitalize on cities and local governments as major partners for promoting sustainable development through its Creative Cities Network, which seeks to explore the challenges of rapid global urbanization and urban renewal and further promote cities as hubs of creativity and innovation.

Additional funds will be sought to enhance:

- effective implementation of the 2005 Convention through the strengthening of professionals’ capacities and the building of appropriate legal and institutional frameworks, within which cultural policies are integrated into national development policies;
- effective governance of the Convention at the international level;
- capacity-building, development of training materials and tools; youth education and mobilization in the field of culture and creativity.

Heritage at Risk

Due to its inherent vulnerability and high symbolic value, heritage is particularly at risk in conflict or disaster situations. The losses caused to heritage at times of crisis, including through looting and the illicit trafficking of cultural objects, can deprive a community of its anchors of memory, of tangible or intangible testimony to identity, and indeed also of a precious source for social and economic development. UNESCO seeks to harness the power of heritage as a unifying force with which to prevent conflicts and facilitate peace-building, recovery and reconciliation. Faced with a growing number of conflicts and natural disasters, there is a salient need for the development and implementation of disaster risk prevention and management strategies, which directly involve local communities and also draw on traditional and indigenous knowledge. In recent years, UNESCO has successfully mobilized the international community to safeguard threatened heritage in Afghanistan, Iraq, Haiti, Egypt, Libya and Mali. This experience has underscored the urgent need for the development a “culture of risk preparedness” within countries, along with more effective emergency support mechanisms at the international level.

Additional funds will be sought to:

- assist countries in disaster-prone areas, as well as in post-conflict and post-disaster situations, to better protect their tangible and intangible heritage, while also drawing on its potential for generating resilience and mobilizing support within concerned communities during reconstruction and reconciliation processes.
- strengthen key mechanisms for the important coordination at national and local levels between disaster risk management and heritage sectors, and between these and the civil society, including local communities and the private sector;
- identify and assess risks associated with conflicts and natural hazards at heritage properties, and implement the related mitigation measures;
- strengthen capacities for reducing disaster risks to heritage and for using heritage as a tool for designing culturally-informed campaigns for risk communication and post-disaster recovery.

Promoting shared history and memory for reconciliation and dialogue

UNESCO’s international action in favour of mutual understanding, intercultural dialogue and a culture of peace is underpinned by its efforts to set cultural interactions and reciprocal influences and exchanges between peoples in historical perspective, with an emphasis on shared values. Through the Slave Route Project, UNESCO pursues its assessment of the extent and
consequences of the slave trade. The project portrays the wealth of cultural traditions that African peoples have forged in the face of adversity – in art, music, dance and culture in a broader sense – through teacher training, support for targeted research as well as the protection of cultural and documentary heritage.

Additional funds will be sought to enhance:

- the fight against prejudice and discrimination handed down from history and the promotion of reconciliation and peaceful co-existence (“Learning to Live Together”);
- enhancement of the knowledge of the history of Africa, the slave trade, slavery and its consequences in modern societies;
- research on the contribution of Africa and its diaspora to human progress.

This action will be undertaken in the context of the strategies and goals set for the International Decade of People of African Descent.

**MP V: COMMUNICATION AND INFORMATION**

**International Programme for the Development of Communication (IPDC)**

The IPDC is the only multilateral forum in the United Nations system designed to mobilize international support for the fostering of media development in developing countries. The Programme not only provides support for media projects but also works as an intergovernmental forum to secure a conducive environment for the growth of free, independent and pluralistic media. More than ever, the IPDC now strives to realize more effective media projects that empower people to gain equitable access to knowledge and express themselves through free and pluralistic media.

**United Nations Plan of Action on the Safety of Journalists**

The Implementation Strategy on United Nations Plan for the safety of journalists and the issue of impunity 2013-2014 was published in March 2013. This strategy combines efforts among all actors to promote a free and safe environment for journalists in both conflict and non-conflict situations, with a view to enabling an informed citizenry that is capable of strengthening peace, democracy and development worldwide.

The document includes a work-plan to put the United Nations Plan of Action in to effect, and follows extensive consultation since the endorsement of the Plan by the United Nations Chief Executives Board on 12 April 2012. The strategy is designed to be implemented at the global and regional level, and for adaptation at national level. In the initial phase of its roll-out, and in order to concentrate efforts, the Strategy is especially being adapted to a selection of countries including Iraq, Nepal, Pakistan and South Sudan, as well as Latin America.

**Memory of the World Programme (MOW):**

The Memory of the World Programme operates at international, regional and local levels to preserve documentary heritage and to ensure universal and permanent access to these. It implements preservation projects, conducts training workshops, provides technical advice on preservation and access issues, seeks to build awareness of the contribution of documentary heritage to efficient and accountable management and governance, and strives to ensure a better understanding of the role that documentary heritage can play in education and development.

Through its registers, Memory of the World helps to raise awareness of intellectual treasures created over the centuries. These take the form of films, rock inscriptions, manuscripts, music,
scientific discoveries, exploratory voyages that have had lasting impact on the world, archives relating to famous people and events (e.g. Mandela, Alfred Nobel, human rights abuses), and anthropological recordings of extinct societies, etc. Several preservation and access projects carried out have improved access to and the safeguard of original documents.

Open Solutions via ICTs for building knowledge societies

The achievement of the Millennium Development Goals (MDGs) will be heavily dependent on the systemic deployment of Open ICT Solutions which enable information and knowledge to be freely and legally shared. Open ICT Solutions provide strategic cross-cutting opportunities to improve the quality of decision-making as well as facilitate policy dialogue, knowledge sharing and capacity building. Based on transparency in their procurement and deployment Open ICT Solutions are layered components including Open hardware, Open Cloud, Free and Open Source Software (FOSS), Open Data, and openly-licensed content such as Open Educational Resources (OERs), Open Access (OA) to scientific information, and Open Mapping. The intrinsically inclusive, democratic, and human-rights-based approach of Open ICT Solutions provide new opportunities to young girls and women, people with disabilities, and those in marginalized or disadvantaged communities, to make contributions to the design, development, and sustainable deployment of these solutions.

ICTs for Persons living with Disabilities

It is estimated that at least 15% of the world’s population is living with disabilities. However, information and communication technologies (ICT) have the potential for making significant improvements in the lives of these persons, allowing them to enhance their social and economic integration in communities by enlarging the scope of activities available to them. UNESCO has been working to ensure that these individuals have access to information and knowledge, particularly against the backdrop of the 2006 adoption of the Convention on the Rights of Persons with Disabilities.
IMPLEMENTING A SHARPENED RESOURCE MOBILIZATION STRATEGY

NOTE BY THE SECRETARIAT

CORRIGENDUM

7. The key objective of the “sharpened fund-raising strategy” is to focus the extrabudgetary resources mobilization activities on programme priority areas (see Annex) in order to mobilize funds available for this purpose. The “funding gap” between the US $653 million scenario and the US $507 million plan of expenditure represents 45% of the RP budget for operational activities of the Major Programmes as detailed in the table below. These activities determine the profile, relevance, leadership and impact of the Organization. However, the goal is not only to fill the gap in funds for operational activities but also to continue mobilizing funds through the Complementary Additional Programme (CAP). Therefore, doubling the funding gap is a minimum key target for a sharpened strategy.