Item 16 of the provisional agenda

PROCEDURE FOR THE NOMINATION
OF THE DIRECTOR-GENERAL OF THE ORGANIZATION
(Interviews)

SUMMARY

Pursuant to 196 EX/Decision 16, the enclosed document contains the names of the candidates submitted by Member States for the post of Director-General of UNESCO, within the 15 March 2017 deadline set by the Executive Board, and provides the biographical details of each candidate and the statement of their vision for UNESCO.

A summary of the procedure concerning the form and duration of the interviews of the candidates, as approved by 200 EX/Decision 14, is also annexed.

LIST OF THE NAMES OF THE CANDIDATES SUBMITTED BY MEMBER STATES FOR THE OFFICE OF DIRECTOR-GENERAL OF UNESCO

RECEIVED AS AT 15 MARCH 2017,
DEADLINE SET BY THE EXECUTIVE BOARD
(196 EX/Decision 16)

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ANNEX I


(ref: 200 EX/Decisions – page 47)

1. The candidates will be interviewed in public plenary session (extended to other Members States non-Member of the Executive Board) at the 201st session. Access will be limited to one representative per Member State of UNESCO not a Member of the Executive Board, pursuant to Rule 29, paragraph 1, of the Rules of Procedure of the Executive Board.

2. The duration of each interview should not exceed 90 minutes. It will consist of two parts:

   First part: Oral presentation by the candidate, which shall not last beyond 10 minutes.

   Second part:

   (a) Each electoral group will designate its representative(s) who will ask each candidate one question.

   (b) The questions, which should not exceed two minutes each, may be asked in any of the six working languages of the Executive Board, and the candidates will reply in English or in French. In the interview, they will be encouraged to state their ability to handle the two working languages of the UNESCO Secretariat or to develop it further.

   (c) The candidate will have a maximum of five minutes in which to answer each question.

   (d) The candidate will have up to 30 minutes in which to answer the six questions asked by the electoral groups.

   (e) After answering the prepared questions asked by each electoral group, the candidates shall answer questions from Members of the Executive Board.

3. The order of the interviews of the candidates and the order in which the electoral groups ask their questions will be determined by lots drawn at the first private meeting of the 201st session.

4. The interviews of the candidates will be broadcast simultaneously on screen in Room XI, access to which will be limited to Member States of UNESCO, and by public web streaming.

5. Each candidate will be offered appropriate office facilities on the day of his or her interview.

6. At its 202nd session, the Executive Board might discuss privately, in a private meeting, in preparation for the balloting process, in accordance with Rule 58, paragraph 2,* of the Rules of Procedure of the Executive Board. The timing of such a discussion is at the Board’s discretion.

7. Voting at the 202nd session of the Executive Board will be by secret ballot in a separate private meeting to be determined in accordance with Rule 58, paragraph 3, of the Rules of Procedure of the Executive Board.

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* The Executive Board shall consider in private meeting all the names so suggested, together with any proposed by Members of the Board, provided that no candidature shall be considered unless biographical details are available.
OVERVIEW

Polad Bülbüloglu, born in Baku (Azerbaijan) in 1945, is a public servant and statesman with a long and distinguished record in the spheres of cultural management and international diplomacy, and a particular interest in resolving humanitarian issues. He is also a renowned musician on the world stage who has performed in more than 70 countries spanning a career over five decades.

As Minister of Culture of the Republic of Azerbaijan (1988-2006) he successfully oversaw the creation and development of the country’s independent cultural policy, and worked with such institutions as the Council of Europe’s Department of Cultural Policy, the European Institute for Comparative Cultural Research, and UNESCO.

Polad Bülbüloglu has also been a leading member in international cultural organisations. As Deputy Chair of the National Commission of the Republic of Azerbaijan for UNESCO (1994-2006), he headed the Azerbaijani Delegation at the 31st (2001), 32nd (2003) and 33rd (2005) sessions of the UNESCO General Conference. A founder of the International Organisation of Turkic Culture (TURKSOY), he served as the Organisation’s Director-General for 14 years (1994-2008) and established its ties with UNESCO. Since 2009, he has served as Chairman of the Board of the Intergovernmental Foundation for Educational, Scientific and Cultural Cooperation (IFESCO) of the Commonwealth of Independent States (CIS).

Appointed Ambassador Extraordinary and Plenipotentiary of the Republic of Azerbaijan to the Russian Federation in 2006, he work extensively in the humanitarian sphere, encouraging international cooperation and dialogue between nations, and promoting multiculturalism, education and the arts as powerful tools for peace.

Polad Bülbüloglu has received numerous distinctions from both states and international organisations for his contributions to cultural and humanitarian development, peacemaking initiatives, and the arts.

BACKGROUND AND EDUCATION

Polad Bülbüloglu was born in Baku (Azerbaijan) in 1945, to the family of Murtuza Mammadov - a great Azerbaijani singer and musicologist. Trained in Azerbaijan and Italy, his father was one of the founders of the vocal arts and national musical theatre in Azerbaijan. The name Bülbül – ‘nightingale’ – was bestowed upon the popular singer for the beauty and purity of his voice. The artistry of Bülbül was unique in that he managed to perfect his skills in the European bel canto style without sacrificing the particularities of the mugham art form (inscribed in the UNESCO List of Intangible Cultural Heritage in 2009, and originally proclaimed in 2003).

Growing up in such a rich cultural background was formative for Polad Bülbüloglu’s development as an artist and culture promoter. Educated at the Special High School of the Hajibeyov Azerbaijan State Conservatory (1952-1963), he later studied composition at the Conservatory under the renowned composer Gara Garayev (1963-1968). Following the example of his famous father, he would go on to fuse elements of Western and Oriental art traditions in his work.
Cultural Management

Appointed Minister of Culture of the Republic of Azerbaijan in 1988, Polad Bülbüloglu proved himself an adept leader of cultural policy and programmes, as competent manager of sizable organisations with limited budgets and as well-recognized statesman. His 18 years in this function included the challenging transition to national independence, during which he oversaw the creation of the cultural policy of the Republic of Azerbaijan. Polad Bülbüloglu was the Minister of Culture and Tourism of the Republic of Azerbaijan at the time of the collapse of the Soviet Union. From 1991 through 1996 he managed to save the country's cultural infrastructure with scarce resources and finances. Not a single museum, library, music school, theatre or cinematography ceased to exist. He managed a cultural system comprising 16,000 institutions with more than 72,000 employees.

Cooperation with European Institutions

During his time as Minister of Culture, Polad Bülbüloglu expanded and developed Azerbaijan's international ties, closely managing the process of Azerbaijan's involvement in European and international institutions, as well as coordinating and carefully studying national cultural processes. One of the remarkable results of his activity was the survey “Cultural Policy in the Republic of Azerbaijan”, prepared in 2000 within the framework of the Council of Europe's Department of Cultural Policy and the European Institute for Comparative Cultural Research (ERICarts). This survey was unique in its systematization of cultural information, and was recognized as one of the most successful 'Cultural Policy in Europe' projects.

Involvement with UNESCO

From 1994-2006 he served as Deputy Chair of the National Commission of the Republic of Azerbaijan for UNESCO Polad Bülbüloglu was closely involved in developing relations with UNESCO, and realized joint projects on the occasion of remarkable anniversaries celebrated by UNESCO. In this connection, the Director-General of UNESCO Federico Mayor visited Baku in November 1996 upon the invitation of Polad Bülbüloglu and participated in the events on the
occasion of the 500th anniversary of the birth of the poet Fuzuli - a major figure of Azerbaijani and Eastern literature. Parallel events were also organized at UNESCO Headquarters. In 2000, UNESCO observed the 1300th anniversary of the epic ‘Kitabi of Dede Korkut1, with an exhibition, symposium and concert held in Paris.

Polad Bülbüloglu headed the Azerbaijani Delegation at the 31st (2001), 32nd (2003) and 33rd (2005) sessions of the UNESCO General Conference. In addition, he played an active role in discussions around cultural issues at the international level. In 1998 he delivered a speech at the Intergovernmental Conference on Cultural Policy for Development in Stockholm, which initiated a new focus on culture as a driver of development. In 1999, he actively participated in the work of the 10th session of the Intergovernmental Committee for Promoting the Return of Cultural Property to its Countries of Origin or its Restitution in Case of Illicit Appropriation. In 2000, he attended the Round Table of Ministers of Culture of UNESCO Member States in Paris.

Under the auspices of UNESCO, Polad Bülbüloglu organized and participated in various celebrations of the anniversaries of the great figures of the arts and sciences, such as the composer Qara Qarayev, chemist Yusif Mammadaliyev and writer Chinghiz Aitmatov.

Creating TURKSOY

In his capacity as a founder of the International Organisation of Turkic Culture (TURKSOY), Polad Bülbüloglu was not only the first Director-General of the Organisation for the first 14 years of its operation from 1994 to 2008, but also laid the foundations for its still-ongoing collaboration with UNESCO. The relevant Agreement was signed in Istanbul by himself and then UNESCO Director-General Federico Mayor in June 1996. Four times elected as Director-General, TURKSOY provided under his leadership a new institutional framework for the cooperation and cultural interaction of Turkic-speaking peoples.

Building IFESCCO

Polad Bülbüloglu has used his rich experience and authority to support and develop humanitarian cooperation amongst Commonwealth of Independent States (CIS) Members. He has taken on a leading role at the CIS Forum of Creative and Scientific Intellectuals, working on this annual event since 2006. The activities of the CIS Intergovernmental Foundation for Educational, Scientific and Cultural Cooperation (IFESCCO) are also closely linked with Polad Bülbüloglu, as he was elected four times as Chairman of the Board since 2009. Under his leadership, the Foundation has realized several projects, and a series of ongoing events were established. Among them are the Cultural Capital of the Commonwealth programme (in line with similar European and international initiatives), the annual Stars of the Commonwealth Award recognizing the efforts of artists and cultural workers, and the Commonwealth of Debuts Award for promising young specialists in the humanitarian sphere.

Diplomatic activity

Following his appointment as Ambassador Extraordinary and Plenipotentiary of the Republic of Azerbaijan to the Russian Federation in 2006, Polad Bülbüloglu continued his work in the humanitarian sphere. He has contributed to the development of bilateral cooperation between Azerbaijan and Russia in this area. He has devoted great efforts to the promotion of both the cultural elements of Azerbaijan on the UNESCO List of Intangible Cultural Heritage, and the exceptional objects of the country’s arts. Furthermore, he has given special attention to the development of cooperation in the field of education, among others actively contributing to the solution of problems faced by Azerbaijani students studying at Russian Universities. He also helped to open regional branches of renowned Russian Universities in Baku, the first being a branch of the Moscow State University.
In 2010 Polad Bülbüloglu was involved in the organisation of the first Azerbaijani-Russian Humanitarian Forum, held in Baku. The success of this event allowed to develop and broaden its scope, transforming it into the Baku International Humanitarian Forum, held annually since 2011 under the auspices of the Presidents of the Republic of Azerbaijan and the Russian Federation. The five Forums held to date - with the participation of a diverse range of Nobel Laureates, renowned international experts in various spheres, political leaders, former heads of state and senior UNESCO representatives - have established Baku as an internationally-recognized platform for the promotion and scientific study of ideas relating to multiculturalism.


Polad Bülbüloglu has also dedicated himself to peacemaking initiatives with the participation of the intelligentsia, with the aim of establishing dialogue between the civil societies of Armenia and Azerbaijan. In 2007 and 2009 with his direct participation, and supported by his public authority, reciprocal visits of groups of Azerbaijani and Armenian intellectuals proved memorable, demonstrating that once political barriers have been eliminated and a resolution of the Armenian-Azerbaijani conflict has been accomplished, both sides can enter into dialogue and peacefully coexist.

ARTISTIC CAREER

Polad Bülbüloglu's impressive talents as a singer, musician and composer were apparent while still a student - blessed with a particular aptitude for contemporary music, clarity of voice, and a fine ear for form.

In 1965 he began performing, giving concerts in Azerbaijan and the USSR, and in more than 70 countries across the world. He pioneered a new form of Soviet stage performance, combining contemporary rhythms and melodies with rousing national music, inspiring a new generation of musicians in the process.

During the 1960s, his songs were performed by many world-famous singers, and his compositions for more than 20 feature films and numerous theatre performances brought him worldwide attention and fame. His film work as a screen actor in a number of key roles increased his popularity, and his stardom was sealed by his appearances on many primetime musical television programmes.

In 1969 he became a member of the USSR Union of Composers and the USSR Union of Cinematographers.

In 1975 he created the Azerbaijan State Stage Band and served as its Artistic Director until 1977. In 1981 he created the vocal-instrumental band “Ashiqlar”, serving as its Artistic Director until 1987.

Since turning his attention to government service in 1988, and in spite of his busy schedule, Polad Bülbüloglu still manages to find time to please his fans with major new works and live concert appearances.

His ballet ‘Love and Death, written on the motifs of the epic ‘Kitabi of Dede Korkut, premiered in 2005 at the Azerbaijan State Academic Opera and Ballet Theatre in Baku. In 2009 it was performed at the Yekaterinburg State Academic Opera and Ballet Theatre in Russia, and in 2016 at the National Academic Grand Opera and Ballet Theatre of Belarus.
Recent highlights include his performances for the city of Derbend’s 2000th anniversary celebrations, held under the auspices of UNESCO in 2015, as well as at the Slavianski Bazaar in Vitebsk International Arts Festival in 2016. Polad Bülbüloğlu was also invited to perform as a special guest at the 2016 edition of Vadim Repin’s Trans-Siberian Art Festival in Novosibirsk.

Honours and Awards

Polad Bülbüloğlu has received many distinctions and honours throughout his artistic and political careers. They include:

1. Public Service
   - Order of Honour of Georgia
   - Turkish World Writers and Artists Association (TURKSAV) Award
   - “Star of Creativity” Russian National People’s Award
   - Order of Independence of the Republic of Azerbaijan
   - Order of Friendship of the Russian Federation
   - “Om Emerit” Honour of the Republic of Moldova
   - “The Rose of the World” Gold Medal, awarded jointly by UNESCO and the International Humanitarian Academy Europe-Asia
   - National Award for Peace and Progress of the President of the Republic of Kazakhstan
   - “Magtymguly Pyragy” Medal of Turkmenistan
   - Order of Glory of the Republic of Azerbaijan
   - Order of Honour of the Russian Federation
   - Honourable Medal of the Ministry of Foreign Affairs of the Russian Federation

2. Artistic Career
   - Youth Award of the of Azerbaijan Republic
   - Honoured Art Worker of Azerbaijan
   - People’s Artist of Azerbaijan
   - Certificates of Honour of the Chuvash and Mari Republics
   - Doctor of Arts, Azerbaijan State Academy of Fine Arts
   - Honorary Professor, Azerbaijan State University of Culture and Arts
   - Professor of Music, Supreme Attestation Commission of the Republic of Azerbaijan Polad Bülbüloğlu’s star unveiled at the Performers’ Square in Moscow
   - Honorary Member, Russian Academy of Arts
   - Honorary Citizen of Tbilisi, Georgia
   - “Through Art to Peace and Mutual Understanding” Special Award of the President of the Republic of Belarus
   - Polad Bülbüloğlu’s name unveiled on the Vitebsk Walk of Fame
   - Public Honorary “Ladoshki” Award of Childhood Appreciation
   - Head of International Jury at “Slavansky Bazaar” Arts Festival in Vitebsk, Belarus

Publications

Numerous articles on Polad Bülbüloğlu’s wide-ranging activities in the political and diplomatic fields, and on his public life as an artist have been published in books, newspapers, periodicals and journals in Azerbaijan and across the world.

They include:

Vision Statement

Leading UNESCO Forward

My Vision
Minimizing the Impact of Politics
Maximizing Efficiency and Relevance
Focus on the Human Dimension
My Pledge

My Vision

Building the defenses of peace in the minds of men and women – this is the ambitious goal of UNESCO. At its core is the conviction that education, the sciences, culture, communication and information can help advance sustainable development in all countries and prevent such negative developments as violent extremism, terrorism and armed conflict. At a time when international interactions are in a state of constant flux, we face new threats and challenges impossible to overcome at the national level alone. In this turbulent times of globalization, the mandate of UNESCO is as relevant as never before. It is through fully-fledged actions of UNESCO that the international community can avoid adverse turns of events. Instability and ongoing conflicts around the world are not only military in nature or driven by economic instability – they are also a crisis in education, science and culture. Their resolution is achievable only with the full support and strong political will of the world as a whole. New forms of solidarity and cooperation are required.

UNESCO’s mission has always inspired me. Having been associated with culture, the arts and education my entire life, I know first-hand that people of different cultures and religions and their different perspectives on the world can successfully co-exist and connect through many spheres for the benefit of their peoples, and all humankind. Diversity is not a threat, but an asset of humanity.

Alongside my many years as an active artist performing across the globe, I have a long and distinguished record of national and international public service - as Minister of Culture of the Republic of Azerbaijan, Director-General of the International Organization of Turkic Culture (TURKSOY), and Chairman of the Board of the Intergovernmental Foundation for Educational, Scientific and Cultural Cooperation (IFESCCO) of the Commonwealth of Independent States (CIS). And in diplomacy, as Ambassador of the Republic of Azerbaijan to the Russian Federation since 2006.

I believe my extensive first-hand experience across the arts and culture, the management of big organizations and international diplomacy makes me well placed to lead UNESCO forward.

My vision has three main priorities:

1. Minimizing the Impact of Politics
2. Maximizing Efficiency and Relevance
3. Focus on Human Dimension

1. Minimizing the Impact of Politics

The founding idea of UNESCO was the establishment of an organization dedicated to international cooperation in education, the sciences and culture that stood apart from the political arena and spared no efforts in bringing its Member States together for the achievement of commonly shared
humanitarian ideals and goals. Today, however, it is clear that our Organization has also fallen to the mercy of certain political processes.

It is my firm belief that there is no place for political games when humanity expects solutions from us for the betterment of human existence. Numerous humanitarian issues require. We cannot squander our time in fruitless confrontation while humanity faces huge problems, including mass migration and the refugee crisis, the destruction of cultural heritage, and environmental concerns.

Though it may sound paradoxical, the policies and actions of UNESCO as intergovernmental organization should be kept free from political dispute and be focused instead on the Organization’s mandate, which has been quite clear for more than seventy years now. Our approach should be proactive and intensive, responding to specific challenges relevant to our time.

Less politics means fewer political control. We must work with all Member States to secure a sustainable Organization capable of fulfilling its duties. Political interests should not obstruct our noble goals for humanity, such as access for all to quality education, the preservation of heritage and diversity, and the creation of a better and safer environment for all.

2. Maximizing Efficiency and Relevance

On the one hand we can all agree that the work of UNESCO is more relevant than ever, yet on the other we are faced with decreasing funds and resources. The gap between the rising demand for our services and the decreasing financial resources available is currently the number one problem UNESCO faces. It paralyses the work of the Organization and reduces the effectiveness of its activities. It is my firm belief that the core strategy of the new UNESCO Director-General should be the elimination of this gap. It is necessary to halt and reverse the progressive paralysis of UNESCO, which limits the efficacy and impact of its work.

UNESCO has great comparative advantages: its universality, its many institutional partners and its competent staff with their unique experience in managing major projects.

In my mind, the path to maximizing UNESCO’s effectiveness lies in three main actions. First, the work of the Organization must be optimized in terms of cost efficiency, careful prioritization, and increased transparency. Put simply, we must be ready to work more efficiently and beneficially within the limited resources currently available.

Second, we all know that the financial problems faced by our Organization stem from political controversies among its Member States. We must move beyond politics when working for the common good of humanity. Further to this, the business community should be invited to participate in the noble mission of UNESCO. Here we must take great care to avoid any conflicts of interest. Extrabudgetary funds from Member States and the business community should be secured in an absolutely transparent manner. Given the current global realities and the problems we are called upon to tackle, these additional funds would be most welcome.

Third, more work must be done on UNESCO’s information-sharing strategy. We must help the world understand the immensity of the Organization’s mission. UNESCO was created to be the world’s centre for international cooperation through education, the sciences, culture, communication and information. This idea must be communicated clearly to everyone. I believe the main burden lies on the shoulders of the Member States where such programmes are being implemented.

In other words, UNESCO should not directly carry out these actions, but rather coordinate them in collaboration with Member States and their relevant institutions.
These three paths to maximizing efficiency will contribute to the achievement of UNESCO’s programme targets and priorities – that is, the shared aspirations of the Organization’s Member States.

3. **Focus on the Human Dimension**

The main directions of UNESCO activities over the next fifteen years will be defined by the 17 Sustainable Development Goals (SDGs) and their targets as outlined in the UN’s 2030 Agenda for Sustainable Development. Education is recognized as vital component for the achievement of all SGDs. Ensuring inclusive and quality education for all and the promotion of lifelong learning is a direct responsibility of UNESCO and this field should be our priority. Culture, in all its diverse expressions, has a capacity to morally enrich society. The protection of heritage, the struggle against climate change and the development of science and communication are also vital spheres where UNESCO must play an active role.

A special focus must be placed on supporting Africa through capacity-building activities. UNESCO’s efforts should tie in closely with the work of the entire UN system for the 2030 targets, and be aligned with the Africa Union’s own 2063 development strategy.

While clearly important, the work of UNESCO’s field offices should be qualitatively and quantitatively reviewed. I am not certain that 50-plus stand-alone field offices are the best use of our scarce resources. The possibility of aligning UNESCO’s field presence with that of the field offices of other UN system organizations, should be explored, not least in the interest of attaining the SDGs. requiring multi-organizational inputs by their very nature.

Soft aspects of peace and security are often under-emphasized and under-funded. And yet it is obvious that building a culture of peace and non-violence must be central to all that we do – a task to be tackled daily. As articulated by the new UN Secretary-General, it will also be my commitment to use UNESCO’s resources and skills to help prevent and resolve conflicts. UNESCO’s long-standing experience both in promoting dialogue among civilizations, cultures, and nations, and in strengthening mutual respect, tolerance and understanding will allow the Organization to make significant contributions, especially during the present International Decade for the Rapprochement of Cultures (2013-2022). A commitment to non-violence and reconciliation is essential condition for the realization of peace for all members of society.

I will endeavor to bring about concrete results through a range of dialogue initiatives, as we cannot afford to conduct dialogue merely as art for art’s sake.

Dialogue and soft power in a globalizing and diverse world must be brought together under UNESCO’s roof.

Peace is both an outcome and a key enabling of development. There can be no peace without sustainable development and no sustainable development without peace. If elected, I will do all in my power to promote a culture of peace with tangible results.

Music as part of intangible cultural heritage is a unique tool for uniting nations. As performing artist, I have seen with my own eyes how music can successfully assume the role of a catalyst for engaging citizens in dialogue, and to help ease conflicts.

**My Pledge**

I am a great believer in UNESCO and in the power of its work for the greater good of humankind.

If you choose to entrust me with leading this precious Organization, I pledge to work constructively and transparently with all parties and stakeholders – Member States, national commissions, the private sector, civil society, non-governmental organizations, the scientific community, the
members of countless professional and institutional associations that operate under the auspices of UNESCO, with our many partners within the United Nations system, and of course with our exceptional staff, one of the great assets of our Organization.

It is our duty to be more efficient at all levels of the organization in the pursuit of our goals. It is my firm belief that through direct engagement and close partnership with all Member States beyond politics, through hard work and strong will, we can make UNESCO’s core ideals a reality.

The efficiency of UNESCO’s work must be evaluated through a set of measurable normative indicators. The efficiency of each and every program and project must be reviewed and kept under control. This will lead to a more effective and rational use of resources.

But our main indicator must be the well-being of each and every person on our planet. We need to continue our work to improve access to education for all, to preserve our rich heritage, to save the environment for future generations, to secure universal access to information, science and technology and to realize equal opportunities for everyone regardless of race, ethnicity, religion and gender. This is how we must build the defenses of peace in the minds of men and women.

I can think of no greater honour than to dedicate myself to the preservation and advancement of UNESCO’s many achievements and noble mandate.
ANNEX III

Mr Pham Sanh Chau
Viet Nam

Profile

Ambassador Pham Sanh Chau, born in 1961, is a Vietnamese diplomat and educator with diverse international experience in multilateral affairs, cultural diplomacy, education, and documentary and world heritage. Born into a diplomatic family, Pham Sanh Chau was raised in an international environment, growing up in the Middle East.

Throughout his distinguished public service career, Pham Sanh Chau has been deeply committed to building an inclusive, sustainable Learning Society and promoting Gender Equality through intercultural dialogue and international cooperation.

In 2016, Pham Sanh Chau was appointed Assistant Minister for Foreign Affairs, Special Representative of the Prime Minister of Viet Nam on UNESCO Affairs. He has also served as Secretary-General of the Viet Nam National Commission for UNESCO and Director-General of the Cultural Diplomacy and UNESCO Affairs Department of the Ministry of Foreign Affairs since 2014, posts he previously held from 2007 to 2011.

Pham Sanh Chau was appointed as Viet Nam’s youngest Ambassador and Permanent Delegate of Viet Nam to UNESCO as well as the Personal Representative of the President of Viet Nam to the International Organisation of La Francophonie in Paris, France in 1999.

Throughout his career, Pham Sanh Chau has made significant contribution to the progressive development of UNESCO through his commitment to the ideals of the Organization and to building peace and understanding among nations. Pham Sanh Chau was a member of the Drafting Committee of the 2003 Convention, where he advocated for the legal instrument to recognize the importance of Intangible Cultural Heritage, and served as the Chairperson of the Drafting Committee of the 2005 Convention to promote and protect the diversity of cultural expressions. In 2001, he represented the Asia and Pacific Region and served as Vice Chair of the Executive Board of UNESCO. He returned as Representative of Viet Nam to the Executive Board in 2016.

Pham Sanh Chau was appointed as Viet Nam’s youngest Ambassador and Permanent Delegate of Viet Nam to UNESCO as well as the Personal Representative of the President of Viet Nam to the International Organisation of La Francophonie in Paris, France in 1999.

As Director-General of the Cultural Diplomacy and UNESCO Affairs Department and Secretary-General of the Viet Nam National Commission for UNESCO, Pham Sanh Chau has been a leading advocate for heritage conservation and promotion, introducing and campaigning for eight natural and cultural heritage sites to be recognized by UNESCO. In addition, he raised international awareness of the nation’s Intangible Cultural Heritage, attaining UNESCO inscriptions for nine heritage elements in Viet Nam during his tenure. Since 2016, he has been working actively on the establishment of the Forum for East Asia-Latin America Cooperation (FEALAC) Network of Cultural Cities. His work in heritage promotion and nomination has made UNESCO widely visible among the government and people of Viet Nam where UNESCO is highly respected for its support to the country and seen as a leading UN agency.

As Human Rights Attaché for the Ministry of Foreign Affairs, Pham Sanh Chau served as the focal point for human rights issues, following the work of the Third Committee of the UN General Assembly on social issues, humanitarian affairs and human rights and enhancing his proficiency in United Nations protocol and procedures.

In 2011, Pham Sanh Chau was appointed by the President of Viet Nam as Ambassador Extraordinary and Plenipotentiary of the Socialist Republic of Viet Nam to the Kingdom of Belgium, the Grand Duchy of Luxembourg and the European Commission, where he played an instrumental role in negotiations between the European Union and Viet Nam to develop the EU-Viet Nam Free
Trade Agreement and followed the EU-Viet Nam Dialogue on Human Rights. Pham Sanh Chau also advocated for strengthened political and economic cooperation between the EU and Viet Nam through his role in expediting the ratification of EU-Viet Nam Framework Cooperation Agreement signed in 2012. In addition, he enhanced educational cooperation between Viet Nam and Belgium, strengthening university partnerships and cooperation between the two nations.

Pham Sanh Chau was the Deputy Director-General of the Viet Nam Secretariat for the Seventh Summit of the International Organisation of La Francophonie (1997) as well as the APEC Summit Meeting (2006) in addition to having an active role in organizing the Sixth ASEAN Summit (1998), the Fifth ASEM Summit (2004) and the Sixteenth ASEAN Summit in Ha Noi (2010).

He was a member of the Delegation of Viet Nam at the Earth Rio Summit (1992), the Fourth World Conference on Women in Beijing (1995), the World Summit for Social Development in Copenhagen, Denmark (1995), the Eleventh Non-Aligned Movement Summit in Bogota, Colombia (1995), the First ASEM Summit in Bangkok, Thailand (1996), the Second ASEM Summit in London, UK (1998), the Twelfth Non-Aligned Movement Summit in Durban, South Africa (1998), the Informal ASEAN Summit in Kuala Lumpur, Malaysia (1999), the APEC Auckland Summit (1999), and the Ninth Summit of the International Organisation of La Francophonie in Lebanon (2002). In addition, Pham Sanh Chau was a Member of the Vietnamese Delegations participating in the World Festivals of Youth and Students in Cuba (1997), Algeria (2001) and Venezuela (2004).

From 1991 to 1997, he served as an Interpreter and Director of the Interpretation and Translation Division in the Ministry of Foreign Affairs, playing a pivotal role in international relations and negotiations during the country’s economic reform (Đổi mới) and normalization of relations. Pham Sanh Chau had an active role in facilitating the negotiations on Viet Nam’s membership in ASEAN and joining the overseas delegations of senior political officials of Viet Nam during the nation’s emergence from international isolation.

From 2003 to 2006, Pham Sanh Chau served as Deputy Director-General of the Institute of International Relations, now the Diplomatic Academy of Viet Nam, where he was in charge of Strategic Studies and a Lecturer on Global Issues. In addition, he led numerous Vietnamese delegations composed of scholars, teachers and fellows on Track 2 diplomacy missions, namely to the ASEAN Institute of Strategic and International Studies and for the Council for Security Cooperation in the Asia Pacific (CSCAP) Pham Sanh Chau was also Visiting Lecturer of Globalization and International Studies at Jean Moulin University Lyon III in France.

Pham Sanh Chau was the President of the Ha Noi Chapter of the Viet Nam-United Kingdom of Northern Ireland and Great Britain Friendship Association, an NGO promoting people-to-people exchange from 2004 to 2011, and currently hosts the Diplomatic Corps Cultural Exchange Programme and Ambassador’s Gastronomic Club. He also founded the European Union Parliamentary Friends of Viet Nam Association and the Union of Vietnamese Overseas in Belgium and was involved in establishing the Viet Nam-Holland Alumni Association and the USA APCSS Alumni Association.

Pham Sanh Chau holds a Bachelor of Arts in International Relations from the University of Foreign Affairs in Ha Noi, Viet Nam and a Diploma in International Law from the International Institute of Social Studies in The Hague, Netherlands, and has studied at the Asia-Pacific Center for Security Studies (APCSS) in Hawaii, United States, Graduate Institute of International and Development Studies in Geneva, Switzerland, the University of Oslo in Norway, and the European Union Training Centre in Belgium.

Pham Sanh Chau has received numerous state distinctions including the Grand Cross of the Order of the Crown from the Kingdom of Belgium and the Ordre des Palmes Académiques from the Government of France in recognition of his distinguished career of public service.
Pham Sanh Chau is fluent in Vietnamese, English and French. He is married and has one son and one daughter.

PROFESSIONAL EXPERIENCE

**Assistant Minister for Foreign Affairs, Ministry of Foreign Affairs | Ha Noi, Viet Nam**

2016 – present

**Ambassador and Special Representative of the Prime Minister of Viet Nam on UNESCO Affairs, Ministry of Foreign Affairs | Ha Noi, Viet Nam**

2016 - present

**Secretary-General, Viet Nam National Commission for UNESCO | Ha Noi, Viet Nam**

2014 - present

**Director-General, Cultural Diplomacy and UNESCO Affairs Department, Ministry of Foreign Affairs | Ha Noi, Viet Nam**

**Ambassador Extraordinary and Plenipotentiary of Viet Nam to the Kingdom of Belgium, the Grand Duchy of Luxembourg and the European Commission | Brussels, Belgium**

2011 - 2014

**Secretary-General, Viet Nam National Commission for UNESCO | Ha Noi, Viet Nam**

2007 - 2011

**Director-General, Cultural Diplomacy and UNESCO Affairs Department, Ministry of Foreign Affairs | Ha Noi, Viet Nam**

**Deputy Director-General, Viet Nam Secretariat for APEC | Ha Noi, Viet Nam**

2005 - 2007

**Vice Rector, Institute for International Relations (Diplomatic Academy of Viet Nam) | Ha Noi, Viet Nam**

2003 - 2005

**Ambassador and Permanent Delegate of Viet Nam to UNESCO | Paris, France**

1999 - 2003

**Personal Representative of the President of Viet Nam to the Permanent Council of the International Organisation of La Francophonie | Paris, France**

**Deputy Director-General, Cabinet Office, Ministry of Foreign Affairs | Ha Noi, Viet Nam**

1997 - 1999

**Director, Interpretation and Translation Division, Ministry of Foreign Affairs | Ha Noi, Viet Nam**

1993 - 1997

**Interpreter, Ministry of Foreign Affairs | Ha Noi, Viet Nam**

1991 - 1993

**Human Rights Attaché, Department of International Organisations, Ministry of Foreign Affairs | Ha Noi, Viet Nam**

1986 - 1991

**Military Service | Ha Noi, Viet Nam**

1984 - 1986

**Political Attaché, Cabinet Office, Ministry of Foreign Affairs | Ha Noi, Viet Nam**

1983 - 1984
EDUCATION

Asia-Pacific Center for Security Studies (APCSS) | Hawaii, United States 2004
Strategic Studies

European Union Training Centre | Brussels, Belgium 1994
Foreign Language and International Studies

Institute of International and Development Studies | Geneva, Switzerland 1991
Multilateral Diplomacy

University of Oslo | Oslo, Norway 1990
International Development Studies

International Institute of Social Studies | The Hague, Netherlands 1989
Diploma of International Law

University of Foreign Affairs | Ha Noi, Viet Nam 1982
Bachelor of Arts in International Relations

HONOURS AND DECORATIONS

Grand Cross of the Order of the Crown (Kingdom of Belgium) 2015

Labour Order 2nd Class (Viet Nam) 2012

Lifetime Ambassador (Viet Nam) 2011

Labour Order 3rd Class (Viet Nam) 2006

Ordre des Palmes Académiques (France) 2005
Vision Statement

A Stronger UNESCO for Peace and Sustainable Development in a Changing World

Since its inception, the United Nations Organization for Education, Science and Culture has always upheld its noble mission to build peace in the mind of men and women. UNESCO will continue to stay the course in peace-building, but it will have to act with other UN agencies and Member States to lead in the five areas of its competences namely education, culture, natural science, social and human science, communication and information.

1. UNESCO needs to make sure that peace prevails and becomes a common denominator in all debates and programs within UNESCO for the Organization represents the shared interest of the entire international community. UNESCO should uphold the results that the Organization and its Members have achieved during the last 70 years in protecting and building peace. Global citizenship education should be realized. Dialogue culture, tolerance, acceptance of difference, respect for diversity should be a universal value that UNESCO continues encouraging nations to strongly facilitate. It would be ambitious to pretend to eliminate all controversies and disagreements in our common agenda, but they need to be tackled in respect for UNESCO’s mandate through consensus. This is my top priority.

2. In September 2015, all Member States of the United Nations came together to adopt the historic 2030 Agenda for Sustainable Development, establishing a transformative roadmap of unprecedented scope and ambition. As the UN intelligent arm, a laboratory of ideas, UNESCO has a major role to translate 2030 Agenda into reality through concrete programs, targeting eradication of extreme poverty, alleviation of suffering and ensuring equality, dignity and opportunities for all. Sustainable development should therefore constitute another denominator for Member States to work together to advance their common quest for a better future. UNESCO’s contribution to the 2030 Agenda is my high priority.

UNESCO spearheaded the formulation of SDG4-Education 2030 and has been entrusted with leading the coordination to implement successfully SDG4. This is an unprecedented opportunity for UNESCO to show to its education partners how relevant its leading role is.

Education for all and universal coverage continues to be an urgent need. UNESCO needs to particularly accompany the countries in Africa, Latin America and the Caribbean, and E9 countries in the implementation, monitoring and evaluation of policies that improve the supply and quality of inclusive education in rural area. We need to fix the target to bring down illiteracy in the next 4 years. At the same time, we need to develop a barometer to measure illiteracy in developing countries. Beyond this objective, UNESCO ideals of building learning society, learning city and lifelong learning need to be vigorously promoted.

Additionally, education for girls and women stays high in my agenda as women and girls continue to be marginalized and discriminated against. Gender inequality will persist if access to education for girls and women is not secured. Additional favourable conditions should be created by UNESCO to address this challenge.

Now that the world has witnessed fast moving Industrial Revolution 4.0, ICT education must be high on UNESCO Agenda and we should pay due attention to digital education, making it more accessible to developing countries.

Technical vocational education and training (TVET) is an area that should be a UNESCO priority as Member States are badly in need of skilled workers for their socio-economic transformation.
On another aspect, progress has been made in mutual recognition of higher education certificates at regional level but bolder measures need to be undertaken to achieve higher goal through a global convention process so that we can live up to the function of legal standard-setting by UNESCO in education sector.

As the ethical conscience of UN system, UNESCO needs to find ways and means to give back teachers the respect they deserve. Best practices in this regard should be promoted and shared across countries of different cultural, political, historical background.

3. Cultural Heritage and Elements have always been the flagship program, the visibility and image of the Organization. In spite of financial difficulties, this program continues to receive strong support, morally and financially including extra-budgetary contribution. However, inscription of World Heritage Sites and Intangible Elements is just the beginning of the whole process of conservation and preservation. UNESCO needs to work more for the sake of their sustainable conservation, with stricter monitoring and reporting mechanism and socio-economic development planning.

When a cultural property is in danger or threatened, UNESCO should be the first UN agency to take action. It has accomplished this job with great success and admiration, but there remains much to be done as destruction of cultural properties and heritage is taking place with every passing day, especially in areas of armed conflict. United for heritage (#Unite4Heritage) has always been a very well-received initiative, and it needs more support from Member States. UNESCO should play a more pro-active role in facilitating an open and inclusive intergovernmental negotiation process to protect heritage sites. Better coordination and working in a more coherent manner among the governing bodies of all cultural conventions needs to be a matter of priority.

4. Climate Change is an imperative and inspiring task of our present generation. Climate change affects us all, but more so the Small Island Developing States (SIDS). UNESCO needs to play a vital role in building capacity for countries to manage disasters and risks associated with climate change. At least half of UNESCO’s efforts related to Climate Change should be directed to the most vulnerable.

The Paris Agreement constitutes a historic turning point in the goal of reducing global warming. UNESCO has proved to be a highly relevant actor in such areas as Water, Oceans, Man and Biosphere and Geoparks, etc. The Organization should work closely with other UN agencies, partners and field offices, designated sites, Category I and II Centers, UNESCO Chairs and Networks to create a synergy and share its success in science, technology and innovation (STI) in the fight against climate change.

5. As many countries are going through social transformation, UNESCO must firmly entrench universal values and principles, such as global solidarity, inclusiveness, anti-discrimination, gender equality and accountability, for the implementation of the seventeen Sustainable Development Goals. Sharing experience in the fields of social and human sciences are badly needed, especially for post-conflict countries.

Freedom of Expression, Access to Information and Memory of the World need to be high on the Agenda of Information Sector as this is a fundamental human right and our responsibility toward the past.

6. Gender Equality has made consistent progress, yet a lot remains to be done. Women empowerment can only be realized when the participation of women in science and in public life is expanded. Ensuring that all programs are designed and implemented as “gender transformative” should be a priority for UNESCO in the years to come. UNESCO should lead by example and continue to strive to ensure gender parity in its Secretariat, at all levels.
7. **The Global Priority Africa**: we need to select important and urgent items for Africa in the context of the overall difficulty of the Organization through targeted interventions and progressively adjusting the program of the Organization so that at least three fifths of its program expenditure directly benefit Africa. This needs to be reflected in heritage conservation, facilitating and fostering economic and social development through the inscription and promotion of African sites and elements.

8. **Advancing reform** should be reflected in making UNESCO an integral part of the whole UN system, creating synergy both vertically and horizontally through its five major fields of competence. We will build on achievements that past and present generations of UNESCO leadership, staff and Members States have gained in the last 70 years and move ahead with greater results. We need to work side-by-side with other specialized agencies to incorporate UNESCO’s ideas and standards into Member States’ strategies for sustainable development.

Throughout the years, Intersectionality has been a part of UNESCO's discourse, yet efforts are still required to reduce sectoral silos and to avoid duplication and overlap across UNESCO’s action. Removing barriers within UNESCO, connecting with other UN organizations and joining hands with Member States is a way for UNESCO to display its worthiness and to maximize the value of its soft power.

UNESCO is the only UN agency to have a network of National Commissions in almost every country. This network allows to maintain a direct two-way link between the Member States and UNESCO, bringing in UNESCO’s new ideas and knowledge and vice versa. UNESCO should help National Commissions to serve as a monitor of Member States’ priorities. We should enhance the interaction and cooperation between the National Commissions, field and regional offices and the Secretariat.

UNESCO needs to lead with concrete, tangible contributions by making use of its comparative advantages as an interface between policymakers and scientific communities, working with line ministries and the extended UNESCO family for the advancement of its noble mandate.

Over the years, we have efficiently improved our governing structure and rules, and even if admittedly we have still a long way to go, we have to ensure UNESCO improves its efficiency and capacity of all the three governing organs. We need to address immediate needs and crisis through building support to get things done, but at the same time we should not forgo long-term plans for a better future for all.

9. **UNESCO must deal with its financial difficulties** by reducing costs and expenditure and increasing incomes, calling upon private sectors, partners, and civil societies to contribute financially and with expertise. Over the last decades, UNESCO has overcome financial crises and carried out successfully its mission and remains an emblem of humanity conscience, diversity and unity. However, the Secretariat should help Member States to honor timely their assessed contributions, thus allowing UNESCO to perform smoothly its mandate.

The Organization’s most valuable assets are the diversity, breadth and depth of expertise and values of the men and women that serve the Organization. Any reform needs to ensure UNESCO staff remains attached to the Organization in their hearts and minds as their happiness and well-being is a key driver of the Organization’s delivery.

10. **All in all, UNESCO needs to be for the people, of the people, and by the people.** UNESCO’s actions need to reach every city, village, and home, to inspire the people to be agents of change, ready to contribute to society as engaged global citizens, and most importantly, to live together in dignity and mutual respect.
I come from Viet Nam, a country which is proud of its past and its successful post-conflict reconciliation and socio-economic transformation. I wish to share Viet Nam’s success stories, especially its independent foreign policy of being a friend of all nations. I fully realize the limitations of the post of UNESCO Director-General given the adopted 37 C/4 Document and the potential adoption of the 39 C/5 Document and humbly subject myself to the Board’s instructions and directions.

With the support of all Governing Organs, the extended UNESCO family, public and private partners and especially Member States, together we will be able to make UNESCO a stronger, more relevant, and more effective organization in the service of peace and sustainable development.
Ms Moushira Khattab  
Egypt

Profile

On the ground achiever and development leader

Moushira Khattab is -in no respective order- an Arab, African, Mediterranean, and a Woman born and bred in a 7000-year-old civilization, and developing country; Egypt. Every part of this unique mix blessed her with wide-ranging opportunities to work very closely with those most in need of an organization like UNESCO. Her education and decades long work experience spanned between Africa, USA, Europe and Australia which -along with her diverse roots- helped shape a character of a truly inclusive Global Citizen.

As a Ph.D. in human rights law, and within her ministerial mandate as Secretary General of the National Council for Childhood and Motherhood [NCCM] - and later on Minister of State for Family and Population, Khattab initiated and led one of the most comprehensive human-rights-based legal reforms in Egypt. And as a firm believer that women, youth, and children are the catalysts for change, she spearheaded the amendment of the Egyptian penal system against human trafficking, the sale of children, sexual abuse and exploitation in pornography, as well as prohibiting and criminalizing Female Genital Mutilation (FGM), which she continues to support in African countries affected by the practice to date. She also orchestrated legal reforms to increase the minimum marriage age to 18 years.

Khattab’s credibility and expertise on international diplomacy, both in multilateral and bilateral forums led to her appointment in serving her country through several events of historical significance. She became Egypt’s first Ambassador to post-apartheid South Africa, during Nelson Mandela’s presidency. And in recognition to her efforts in this crucial era, the President of South Africa decorated her with the Order of Good Hope.

She also represented Egypt as the Ambassador to the Czech and Slovak Federative Republic during its historic dissolution, yet another extraordinary moment in history requiring special mastery. Ambassador Khattab culminated her diplomatic career as Assistant Minister of Foreign Affairs for International Cultural Relations.

Furthermore, her 8-year experience as an independent Rapporteur and Vice Chair of the UN Committee on Rights of the Child gained her an international reputation as being a children’s rights expert.

Khattab firmly believes that the right to quality education is the single most effective strategy for the realization of all other rights. Therefore -leveraging her track record of adopting a participatory approach in vision formulation, planning, implementation as well as monitoring and evaluation- she mobilized society for girls’ education through a five-year national action plan where over 2200 girl-friendly schools were established providing quality active learning for the most marginalized girls in governorates with the highest gender gaps. This program was implemented within the framework of UNESCO’s Education for All Initiative. She also orchestrated legal reform, which put the state under legal obligation to guarantee the right to education for everyone, making the deprivation of such a right a punishable offense. Khattab prioritized education for refugee children as a pivot to ensure their human rights, and pioneered a program that provides educational, cultural and recreational activities to refugee children, in cooperation with the high commissioner for refugees. Khattab’s rich impact on education is undeniable.

Ambassador Khattab has established a lifelong record working in partnerships, building consensus with diverse stakeholders including governments, UN, the civil society, the private sector, grass
roots and the donor's community, all to deliver real impact on the ground for those who need it the most. Her success as a social development leader has enabled her to raise considerable funds for the implementation of her game-changing initiatives.

The local and international communities have acknowledged her work with many reputable awards such as being decorated twice by the president of Italy for her work, with the “Knight of the Grand Cross” Award and Order of Merit of the Italian Republic (Commendatore Della Repubblica). She was also honored with the Award of Courage by the US Secretary of State for her efforts on Women and Children's rights.

As the official candidate of Africa, Khattab pledges to a more focused, transparent and effective UNESCO that delivers by remaining closer to the people and closer to the mission.

**Biography**

Moushira Khattab is the former Minister of State for Family and Population of Egypt and a career diplomat. Born in Cairo in 1944, she is a seasoned expert in various UN disciplines and a social development orchestrator with a proven track record of success. Ambassador Khattab culminated her diplomatic career as Assistant Minister of Foreign Affairs for International Cultural Relations.

She started her ministerial mandate in 1999, as Secretary General of the National Council for Childhood and Motherhood [NCCM]. Moreover, in 2009 she became the Minister of State for Family and Population. She has established a reputation for her ability to build consensus on critical, often culturally sensitive issues as well as her expertise in diplomacy, negotiation, leadership, managerial skills, transparency, and fundraising abilities. In addition to that she is a member of the Board of Trustees of the National Museum of Egyptian Civilization and a board member of the Egyptian Council for Foreign Affairs where she founded and currently chairs the Women in Foreign Policy Group. She chairs ENACTUS; Egypt's Advisory Board and is a jury member of the Global Inclusion Awards of Child & Youth Finance International and a member of the Advisory Committee of Defense for Children International. Dr. Khattab received international acclaim as an expert on children’s rights and she holds a Ph. D in international Human Rights law.

As a daughter of Egypt's ancient civilization and the candidate of Africa, Moushira Khattab is a firm believer that prioritizing women, youth, and children as catalysts for change is the key to the successful implementation of UNESCO’s mandate. Her vision for UNESCO reform is driven by her extensive experience as a career diplomat and a human development orchestrator shuttling between the UN and grassroots, who harbor big aspirations. Khattab’s management style has always been inspired by closely working with people, even if it took her to the remotest villages, where she had closely listened to the concerns of people who were unable to send their kids to schools knowing, with a heavy heart, that they are ill-equipped generation. She strived to give those voiceless millions the platform to enable them to become vehicles for change and to allow their voices to be heard all the way to the top of Egyptian legal system.

This led to a much-needed legal reform, which has since been enshrined in Egypt's rights-based legal reform. A third world life experience coupled with a diplomatic one, is what Moushira Khattab will bring to UNESCO.

**Experience in Conduct of Bilateral International Relations & UN**

As a result of her diplomatic career, Moushira Khattab has built strength in international experience. This includes multilateral and bilateral experience with various UN organizations as well as serving her country during several events of historical significance. At the bilateral level, Khattab has lived two processes of profound transformation: as Ambassador to Czech and Slovak Federative Republic during its historic dissolution (1992-1994) and as Egypt’s first Ambassador to South Africa during its transformation to democracy under Nelson Mandela (1994-1999).
At the multilateral level, Moushira started her diplomatic career at the Permanent Mission of Egypt to the United Nations in New York where she sat on the General Assembly’s Third Committee on Social, Humanitarian and Cultural Issues. She later joined the Egyptian Embassy in Vienna (1973 - 1977) where she oversaw bilateral relations as well as serving at the Permanent Mission of Egypt to the United Nations Industrial Development Organization (UNIDO) during Egypt's membership of its Executive Council.

She bolstered her multilateral experience upon joining the Department of International Organizations and Conferences at the Ministry of Foreign Affairs in Cairo. At that time, she participated in various conferences and meetings at UN bodies and chaired Egypt’s delegation to such meetings on many occasions. Khattab delivered a keynote addresses at the “UNESCO Future Forum Gender Equality: The Missing Link?” Rethinking the Internationally Agreed Development Goals beyond 2015 (Athens 2010) and at the at the High level segment of ECOSOC Annual Ministerial Review (2010).

**As Expert, Rapporteur and Vice Chair of the UN Committee on the Rights of the Child:**

- Linked UNICEF with the committee and Forged closer cooperation between UN national and regional activities on the ground
- Represented the Committee at various meetings including those on the Reform of UN Treaty Bodies
- Member, Advisory Group on Children Without Parental Care CWPC, drafted UN guidelines on the protection of CWPC
- Led Egypt’s delegation to the consideration on Egypt’s second periodic report. Led and coordinated a participatory process of reporting to the Committee on Egypt’s combined third and fourth periodical reports

**UNSG study on Violence against children**

**Played a proactive role within the framework of the Study:**

- Chaired MENA Regional Steering Committee and Egypt’s National Committee on Violence Against Children (until 2011)
- Organized three MENA Regional Conferences (2005), follow-up (2006, 2007)
- Chaired roundtable discussion following presentation to GA of the UN Study on VAC (New York – 2006)
- Mobilized the MENA & League of Arab States around the issue of Violence against children

**Leadership and Managerial Skills**

Moushira Khattab has a proven track record of adopting a participatory approach in the formulation of the vision, planning, implementation as well as monitoring and evaluation.

She has an established record of working in partnership, building consensus with diverse stakeholders including governments, UN, civil society, private sector, grassroots and donor community.

**Commitment to UNESCO Purposes and Objectives**

- Prioritized education and culture as pre-requisites and pivots for sustainable development.
• Pioneered several key programs with the aim of reforming Egypt’s education and improving its quality

• Spearheaded legal reform that put the State under legal obligation to guarantee the right to education and making the deprivation of such a right a punishable offense

• Led efforts to harmonize pre-university education with the Convention on Child Rights to include human dignity, human rights, tolerance, culture, solidarity, equality, realization of peace, respect for human rights and freedoms, respect for others, non-discrimination based on gender, religion, race, origin, social status, disability or any other grounds

• Sponsored a law which criminalized the abuse of scientific research, computers, the Internet or cartoons to commit or instigate exploitation of children in prostitution or pornography and protects the rights of children of imprisoned mothers

• Within the framework of the UNESCO “Education for all initiative”, Khattab engineered Egypt’s “Girls Education Initiative” (EGEI), which aims to eliminate gender bias and other kinds of discrimination within the education system and cultural bias that impedes girls’ education. UNICEF dedicated one of its publications to the case of Egypt and EGEI

• Led the formulation of a five-year national action plan in a participatory manner. She mobilized resources and established of over 2200 girl-friendly schools providing quality active learning for thousands of girls

• Prioritized combating adult illiteracy. Special programs were organized for women with the aim of combating all forms of gender based discrimination and violence such as FGM, human trafficking and child marriage. The program emphasized life skills and principles of religious and cultural tolerance, gender parity, environment protection and sustainable development. A hundred thousand men and women benefited from the illiteracy programs. (1999-2011)

• Launched regular programs in cooperation with (UNFPA), on adolescent health in secondary schools. The program succeeded in raising awareness and mitigating cultural resistance and continues to be mainstreamed in public schools

• Launched a program in cooperation with NGOs on early childhood development to increase enrollment in pre-school education

• Initiated a study on school violence in Upper Egypt as part of an effort to tackle school violence and bullying

• Led and coordinated national efforts to combat school dropouts feeding into child labor and street children in cooperation with the Ministry of Telecommunication, UNDP, UNFPA, UNICEF and the Population Council

• Led the implementation of a program to make ICT accessible to marginalized children in rural and impoverished areas. This program also aimed to protect children from trafficking and sexual exploitation via the internet

• Prioritized education for refugee children as a pivot to ensure their human rights. She pioneered a program that provides educational, cultural and recreational activities for refugee children, in cooperation with the High Commissioner for Refugees

• Led the implementation of a national program “Children at risk” (20 million Euro) in cooperation with the European Union which improved the lives of many children and their families and is considered by the EU as one of its most successful projects in Egypt
• Khattab initiated and led over a period of five years (2003-2008) the most comprehensive rights based legal reform process in the region. The process included diligent negotiations, communication, consensus building, lobbying and alliance building at various levels. It was crowned by the adoption of Law 126/2008, which amends three laws bringing them into closer harmony with international human rights standards. The revised laws prohibit Female Genital Mutilation FGM and the sale of children, the exploitation of children in pornography, sexual abuse and trafficking. In addition, the Civil Status Law that raised the minimum age of marriage for girls to 18 years with provisions for penalizing offenders. This process spanned over 5 years of work at the grass roots to raise awareness of the need for reform. It was followed by awareness raising among decision makers, parliamentarians, media professionals and opinion leaders.

In her capacity as Minister of State for Family and Population, Khattab established and chaired a committee on ethics and moral values. The committee was diverse and included representatives from the Church, Al-Azhar, media professionals, universities, representatives of civil society as well as the Ministries of Education, culture and other line ministries. The committee focused on dealing with gender and religion discrimination, harmful traditional practices and disseminating a culture that respects human rights and the rule of law.

Introducing a Cultural Legacy

• Moushira Khattab organized various programs, popular gatherings and interviews to raise awareness of certain cultural challenges. She regularly met with hundreds of university students within their summer camps to discuss issues of public concern

• As the chair of Family Committee within the Egyptian Radio and Television Union, she contributed to the dissemination of constructive cultural values, and raising awareness with various aspects of human sustainable developments

• Khattab is credited with garnering the support of both state-owned and private media to tackle education and culture issues in a constructive manner that would improve Egypt’s rating on the global human development index

• Chaired for 10 consecutive years an annual workshop during Cairo’s international Child Film festival with topics usually focusing on cultural issues of concern to the family

• Planned and supervised the implementation of a social marketing project “Think Twice” which encouraged positive change on cultural issues. The project was implemented in cooperation with UNDP and the Italian cooperation

• Khattab succeeded and resisted in dealing with sensitive topics and resistance to what was perceived as invading family privacy. She led the establishment of 3 national toll free helplines as monitoring mechanisms supported by remedy and rehabilitation services

• She initiated and led the first national rights based budget tracking (2006), which monitored the size of public spending on implementing and advancing the rights of children

• Worked with the Cairo University to conduct a study mapping child poverty

Communication Skills

Moushira Khattab’s credibility and communication skills have enabled her to excel as a diplomat and she is the recipient of multiple decorations and honors including the Order of Good Hope by the President of South Africa. Her perseverance and warm rapport with the grass roots promoted a change in societal perception of FGM from a socially accepted habit to a crime punishable by law and backed by an amendment to Egypt’s penal code to criminalize the practice. She championed
the creation of an international network against the practice, working in cooperation with UNDP, UNICEF, and Italian and African NGOs. Till this day she also continues to support to African countries afflicted by the practice which has seen the prevalence of FGM in steady decline not only in Africa but globally. Ambassador Khattab was also recently invited to participate as an advisor at a childhood and motherhood conference in the Arabian Gulf. She has been decorated twice by the president of Italy for her work by the “Knight of the Grand Cross” of the Republic of Italy and Commendatore della Repubblica. She also achieved success in the sectors of child marriage and girl’s education. Finally, she has also been the recipient of the Award of Courage by the US Secretary of State for her efforts in women and children’s rights.

Partnerships for a Better Future

Throughout her work, Khattab spearheaded the implementation of a wide range of large scale national projects with many UN agencies such as UNESCO, UNDP, UNICEF, ODC, WFP, WHO and UNFPA. Major programs were also implemented with the European Union, World Bank, USAID, Italian Cooperation, Dutch, Swedish and Swiss funds for development. Child observatory was established, in cooperation with UNICEF and the Italian cooperation, as a monitoring mechanism. It functioned in cooperation with universities, researchers and schools.

In addition, she successfully forged strong partnerships with the private sector, within a Corporate Social Responsibility (CSR) framework including with multinationals in areas such as: improving environment in marginalized areas, building schools for poor girls, supporting victims of trafficking, and street children with disabilities, among other programs.

She established within NCCM the first Egyptian Unit to combat child trafficking, established a shelter for victims in cooperation with IOM and formulated a national database-powered action plan to train professionals, receive complaints about violations and monitor intervention.

Personal Details

Name: Moushira Mahmoud Khattab
Place of Birth: Cairo, Egypt - July 16th, 1944
Nationality: Egyptian
Family: Married with two children
Languages: Arabic (Mother Tongue), English and French

Professional Positions

2009 – 2011 | Minister of State for Family & Population
1999 – 2009 | Secretary General - National Council for Childhood & Motherhood (Ministerial Mandate)
1999 | Assistant Minister of Foreign Affairs for International Cultural Relations
1994 – 1999 | Ambassador of Egypt to South Africa
1994 – 1999 | Ambassador of Egypt to Botswana & Lesotho (non-resident)
1992 – 1994 | Ambassador of Egypt to Czech Republic & Slovakia
1992 | Ambassador of Egypt to the Czech and Slovak Federative Republic
1989 – 1992 | Director of Department of Maghreb Countries (Ministry of Foreign Affairs)
1985 – 1989 | Consul of Egypt – Melbourne, Australia
1982 – 1985 | Counselor - Department of Economic Affairs (Ministry of Foreign Affairs)
1979 – 1981 | Embassy of Egypt in Budapest, Hungary
1977 – 1979 | Advisor at the Cabinet of Minister of State for Foreign Affairs
1971 – 1973 | Advisor at the Cabinet of Minister of State for Foreign Affairs
1968 | Diplomatic Attaché - Department of International Organizations & Multilateral Affairs
1967 – 1968 | Diplomatic Attaché - Institute for Diplomatic and Consular Studies
1966 | Joined the Ministry of Foreign Affairs

**Current & Recent Activities 2011 to 2017:**

- Senior Public Policy Scholar Woodrow Wilson International Center for Scholars
- Visiting Professor, Human Rights & Gender Issues, University of Perugia for Foreigners – Italy
- Visiting lecturer – Egyptian Foreign Policy, International Relations, Human Rights and Gender Issues, Misr University for Science and Technology
- Vice President of Aflatoun International for Child Social and Financial Education – Amsterdam
- Board Member of “Women in Diplomacy”, Italian Foreign Ministry
- Vice-President of the International Bureau for Children’s Rights – Montreal
- Member, Board of Trustees of the National Museum of Egyptian Civilization
- Board Member, Egyptian Council for Foreign Affairs
- Chair of Egypt’s Advisory Board of ENACTUS
- Mentor and faculty member of the Women in Public Service Project (established by the US State Department)
- Member of the Advisory Committee of Defense for Children International
- Advisor, Africa Child Policy Forum AFCPF
- Member, Association of “Friends of the Egyptian Opera”
- Member, Association of “Friends of Manial Palace Museum”
• Board Member, Association of Former International Civil Servants, Egypt

**Other Activities**

2002 – 2010 | Expert, Rapporteur & Vice Chair, UN Committee on Rights of the Child

2003 – 2009 | Board member of Child Help International – Amsterdam

2002 – 2009 | Board Member & Consumer Representative, Egyptian Electricity Regulatory Board

2002 – 2009 | Board Member, Vodafone Foundation for Social Development

2000 – 2009 | Board of Trustees of the Egyptian Radio & Television Union & Chair, Sub-committee on Family and children

2000 – 2009 | Board Member of the Egyptian Federation of NGOs

2008 | Women Leadership Council to Combat Trafficking in Persons (UNGIFT/UNODC Vienna)

2004 – 2005 | Chair, Intergovernmental Expert Group mandated to prepare UN Guidelines on Justice Matters for Children Witnesses and Victims of Crimes

2004 | Board Member, Higher Council for Pre-University Education, Egypt

**Education**

Ph.D. in International Human Rights Law – Cairo University, Egypt

M.A. in Political Science – University of North Carolina at Chapel Hill, USA

B.Sc. in Political Science – Cairo University, Egypt

**Honors**

• Knight of the Grand Cross of the Italian Republic

• Commendatore della Repubblica by the President of Italian Republic

• Order of Good Hope by the President of South Africa

• International Women of Courage Award by the US Secretary of State

*Please refer to [http://www.moushirakhattab.com](http://www.moushirakhattab.com) for a list of publications and other information*
Vision Statement

Closer to people, closer to our mission

UNESCO was founded at a defining moment in history with one aspiring mission; “to contribute to peace and security by promoting collaboration among the nations through education, science and culture”. Over the years, this organization has been touching billions of lives and creating positive developments around the world. It thus represents uplifting opportunities on which we can collectively build with renewed enthusiasm and innovation to benefit humanity.

We are yet again witnessing another defining moment. In today’s world of continuous turmoil from extremism, poverty, inequality, global warming, and violations to human dignity, massive forces are striking at the very heart of UNESCO’s mission. People are in desperate need -more than ever- for our immediate and impactful intervention. As Director General for UNESCO, I will ensure we stay true to our timeless mission, and we will do that with rigorous determination to address the root causes for a sustainable impact.

UNESCO's mandate covers all the right what to meet this need. However, the real challenge resides less in the what, and more prominently in the how; how we implement those choices, how we bring them to life, and how we truly leave a lasting impact on our stakeholders through the right programs and initiatives.

This is precisely where my personal background, experience and passion intersect; leveraging the organization’s deeply rooted strengths while bringing a totally fresh perspective to the equation, I will focus on what works on the ground, rather than what should work in theory.

Inspired by all my encounters throughout the campaign, I concluded that a reformed implementation process is needed through a game-changing approach that is closer to people, and therefore, closer to UNESCO’s mission. And that is why my vision is for a focused, transparent, and effective organization, adequately resourced, empowered by its member states, and embraced by the people.

A DIFFERENTIATED APPROACH TO IMPLEMENTATION

The HOW

1. An in-touch UNESCO with its feet firmly rooted in the ground:

I built my career on the ground, close to the people, fighting many of the very problems UNESCO seeks to eradicate. I have been to the remotest of villages within my region and continue to hear the concerns of marginalized segments of society. Staying closer to the people we serve is crucial if we genuinely mean to touch their lives.

Staying closer to member states and the Governing Bodies is equally important; rallying their support is essential to empower and enforce the focus on UNESCO’s mandate. In the same vein, I will expand UNESCO’s assistance to empower and build the capacity of National Commissions, and provide them with technical assistance, as they are an indispensable link with the organization.

Staying closer to our partners is the way to build scale, introducing new partnerships, and strengthening existing ones with philanthropic foundations, private sector, civil society, social entrepreneurs, international donor community, as well as governmental and regional partnerships that will include North-South, South-South, and triangular cooperation.
Solid partnerships will help reduce financial vulnerability for UNESCO on the long term as well as promoting the transfer of technologies and capacity building for developing countries especially in Africa and the Least Developed Countries (LDCs).

We will work closely with other UN Bodies towards a collective delivery of the Sustainable Development Goals (SDGs). Synergy with other inter-governmental organizations needs to be better rooted in the planning, implementation and follow up processes to ensure a bigger impact and a more efficient use of funds.

Internally, as far as the organization’s secretariat is concerned, I will give special attention to the selection of the most competent candidates with an eye on improving geographical distribution and gender balance. I will adopt an inclusive and highly participatory management culture conducive to an environment closer to stakeholders.

2. An accountable UNESCO that delivers on its promise:

UNESCO needs to maintain effective governance, seamless efficiency, clear choices, focused priorities, and impeccable stewardship, all to deliver on aligned Key Performance Indicators (KPIs), such as improvements in literacy, equal access to quality education and knowledge, cultural initiatives, freedom of expression, and gender equality. Governance is not about how many forums we have, as much as how effectively and efficiently we conduct them.

None of this can be achieved without proper and sustainable funding. My vision for a reformed UNESCO is one with fundraising capacities that extend beyond contributions of states, expanding to more diverse revenue streams. This will fuel the organization’s financial health for the long term in contrast to firefighting remedies for the short term.

UNESCO is -in fact- the world’s most compelling investment proposition; the closer UNESCO gets to achieving its mission of world peace, the more prosperous the world becomes. It is a very simple equation, yet not leveraged enough. An effective focused and transparent UNESCO leading viable partnerships with consensus on a shared bold vision will attract investments in-line with the credibility we build.

Recent external audit reports highlighted important management and governance recommendations, which I will follow in close coordination with member states.

An in-touch and accountable implementation

UNESCO should be nimble in the face of all challenges and not overwhelm itself by trying to reinvent the wheel in what to do, but focus on how best to implement. I will work largely on consensus building, avoiding biases and divisions.

As Director General, I will bring to UNESCO a blend of developing country experience coupled with international diplomatic expertise at the multilateral and bilateral levels. It is this combination that allowed me to identify grass-roots problems, and to rally the support of policy makers, donors, and civil society around causes such as girls’ education, youth participation, gender equality and combating Female Genital Mutilation (FGM).

ADVANCING THE MANDATE

The What

Mission Critical Priorities

UNESCO’s mandate spans over multiple interdependent and equally critical domains. I will honor the mandate in its entirety, mainstreaming Africa and Gender Equality, in addition to Youth...
Empowerment in all programs, while prioritizing interventions with the highest returns across sectors. Africa is a global priority that needs more focus. Cooperation and coordination with the African Union within the Framework of Agenda 2063 is instrumental in that regard. I will operate with a multidisciplinary approach in a comprehensive and cost-effective manner.

UNESCO is a key agency that should lead the global efforts on the SDGs with a right-based approach, through its work on Education, Culture, Science, Communication, Oceans, Water, Gender Equality and recently Climate Change as multipliers for sustainable development.

We must enhance measures to combat extremism and radicalization, and the ease with which they are infiltrating societies, posing the most dangerous threat to mankind with loss of life, cultural erosion, and destruction of irreplaceable heritage. An epic challenge, yet a call of duty for UNESCO to step up and reassert its leadership as the organization that can build sustainable peace and development.

Education is the core mandate that hallows its benefits on all priorities.

1. **Quality Education for all**

UNESCO must honor its primary mandate and lead the UN on Education. It is a prerequisite for empowerment, global citizenship, socio-economic welfare, poverty alleviation, respect and protection of the environment, as well as fighting extremism, violence, and radicalization. Education is a fundamental human right and a vehicle for realizing other rights. Investing in education, especially for women, children, and youth will generate the highest return on all UNESCO programs.

I believe that access alone is not enough, and quality is crucial. UNESCO shall work to ensure equitable and inclusive quality education as a lifelong learning process for all as well as technical and vocational education and training in addition to higher education.

I am proud to have successfully initiated and coordinated a Girls Education initiative in Egypt that established 2200 girl-friendly schools and was hailed by UNICEF as a flagship model. This milestone created a paradigm shift in education, culture, and legal reform, which today continues to work.

I will adapt such experiences to transform UNESCO’s take on education, starting by growing education’s share of Corporate Social Responsibility (including developing the Business Backs Education program). Bridging the educational divide will be a priority, by making sure equitable education transcends gender bias and caters to vulnerable segments of society.

Education is the leading path to a culture of peace, human dignity, and sustainable development, and while it takes time to reap fruits, this should not weaken our resolve on investing in education as a strategic priority.

2. **Science for sustainable development**

UNESCO must work with states to bridge the gaps in Science, Technology, Engineering, and Mathematics (STEM). I will work together with member states to further bring access to knowledge, science, research, technology, and innovation to those who are most in need.

In this digital era, UNESCO should use latest technologies to give unprecedented insight into the efficacy of the organization’s development initiatives. ICT is an indispensable tool in supporting UNESCO’s diverse actions, such as distance learning, heritage preservation, and environmental protection.
UNESCO’s role as an international forum for scientists, philosophers and academia is highly valuable and needs to be reinvigorated. UNESCO is also playing a leading role through its many specialized programs such as The International Hydrological Programme (IHP), Man and the Biosphere Programme (MAB) and The International Geoscience Programme (IGCP). Increased coordination between these programs will achieve synergies and enhance their respective results on the overall outcome.

Never before have natural sciences been more necessary to establish a solid base for sustainable development, to enable better management of shared resources including water and the oceans, and to address the adverse effects of climate change. In this regard, I will give special attention to Small Island Developing States (SIDS), not only in science but also across sectors.

Social sciences and humanities field should remain an active pillar of the organization, enabling UNESCO to play the leading role in today’s intellectual challenges.

3. **Inclusive Culture that shapes minds and hearts**

The rise of extremism is a war on cultural diversity and cultural heritage, where UNESCO is in a unique position to help stop its progression through dialogue, educational systems, media and art.

I will leverage my experience to assist states in translating respect for cultural diversity to national policies, and implementation of cultural rights for all.

The promotion of culture diversity and the “rapprochement of cultures” as well as the preservation and protection of heritage, tangible and intangible, are a hallmark of UNESCO and I commit to build on the immense work achieved in this domain, and to inspire the people to be the guardians of diversity and heritage.

Coming from Egypt, a country that gained UNESCO great fame in heritage protection, I appreciate all the achievements made in the field, but despite those efforts, valuable and irreplaceable heritage is destroyed and trafficked every day. I will focus on building the capacities of member states to promote, manage and protect cultural, natural and intangible heritage. Moreover, I will make sure UNESCO’s assistance is extended to countries in need for registering their cultural heritage on relevant lists.

4. **Free-flowing Communication**

Every individual has the right to access information and be informed. I will build on UNESCO’s pivotal role in setting standards guided by the right of promoting the "free flow of ideas by word and image" as well as promoting freedom of expression and ensuring the safety of journalists.

Access to ICT has become an undeniable right and an empowerment tool. I will ensure its inclusion in UNESCO’s programs while combatting negative aspects, such as radicalization of youth, and cyber bullying.

As media plays a key role in helping UNESCO achieve its goals by serving as a powerful information tool, UNESCO will need to develop a comprehensive communication strategy for external outreach and better visibility of the organization and its activities.

*a focused, transparent and effective UNESCO that delivers “Together we will be closer to people, closer to our mission.”*
ANNEX V

Mr Hamad bin Abdulaziz Al-Kawari
Qatar

Profile

Education

Hamad bin Abdulaziz Al-Kawari holds a bachelor's degree in Arabic and Islamic studies from Cairo University (Faculty of Dar al-Ulum), which he obtained in 1970. He also holds a master's degree Diploma from Saint Joseph Jesuit University in Beirut which he attended between 1974 and 1977. He then studied Political philosophy at La Sorbonne in Paris in 1980 and completed a PhD in Political science at the Stony Brook University (New York) in 1990. He speaks Arabic, English and French.

Career

Early career and diplomacy

Between 1972 and 1974, he started his diplomatic career as chargé d'affaires in Lebanon. He was appointed ambassador of Qatar in Syria from 1974 to 1979 then in France (1979–84). During that time he was also non-resident ambassador in Greece, Italy, Spain and Switzerland. From 1984 to 1990, he was Qatar's ambassador next the Headquarters of the United Nations while also running the non-resident embassies to Argentina, Brazil and Canada. He was then appointed ambassador to the United States (1990–92) and non-resident ambassador to Mexico and Venezuela.

Ministerial functions

Dr Hamad Al-Kawari was appointed Qatar’s Minister of Information and Culture in 1992. Between 1992 and 1996 he brought an end to censorship regulations on newspapers and publications, and in 1997 closed the doors of the Ministry of Information.

This initiative expanding the freedom of information would eventually lead to the creation of the Doha Centre for Media Freedom in 2007.

He was appointed Minister for Culture, Arts and Heritage on July 1, 2008. He was the first person to ever hold this position. In 2010 he presided at the 17th Conference of Arab Ministers of Culture.

Whilst in office, Doha was named the 2010 Arab Capital of Culture.[2]

2012 marked the launch of the "Year of Culture" initiative, launched to foster cooperation and exchanges between Qatar and other partner countries. Partners include the United Kingdom (2012), Japan (2013), Brazil (2014), Turkey (2015), China (2016) and Germany (2017). This project is a collaboration between the two main Qatari cultural institutions, the Qatar Museums Authority and the Ministry of Culture, Arts and Heritage. The board is co-chaired by Sheikha Al-Mayassa Al Thani and Dr Hamad Al-Kawari.

In February 2016, Dr. Al-Kawari was named as an Adviser at the Amiri Diwan (the Royal Palace of Qatar).

Functions in International Organisations

From 1979 to 1984, he was the Ambassador to France as well as the representant for Qatar at UNESCO.
During his tenure as Ambassador to the United Nations from 1984 to 1990, Hamad bin Abdulaziz Al-Kawari also represented Qatar as official delegate to the UN for the country. During that time, he was simultaneously elected Deputy Chairman of the General Assembly of the United Nations at its fortieth session and Chairman of the Special Political Committee (4th Committee) at its 42nd session.

In 1987, he was elected Vice President of the Committee Against Apartheid and Member of the Trustee board of directors of the "Dag Hammarskjöld" Commemoration. He has also represented Qatar at the conferences of the Non-Aligned Movement. From 1997 to 2014, he was member of the Advisory Board of the Cooperation Council for the Arab States of the Gulf (GCC).

In 2012, he presided at the UNCTAD XIII 2012 (United Nations Conference on Trade and Development). In September 2012, Dr Hamad Al-Kawari was elected Honorary Chairman of the 25th Universal Postal Congress.

Passionate about the French language and culture, he presided over Qatar's delegation to l'Organisation internationale de la Francophonie (OIF) in the Democratic Republic of the Congo in 2012, which accepted Qatar as an associated member in the Organisation.

Other functions

- Member of the Consultative Authority for the High Council of GCC.
- Member of the board of directors of the Rand-Qatar Policy Institute.
- Co-founder and chairman of the Advisory Council of the Doha Center for Media Freedom.
- President of Higher Committee for 2010 Arab Capital of Culture.
- Head of the Committee of State Awards, Qatar.
- Head of the Committee of Qatar Award for Child Literature.
- Co-founder of the Arab World Institute, established in 1980.
- Chairman of the Qatar Businessmen Association (2008).

Distinctions

- Awarded PhD Honoris Causa by the University of Rome Tor Vergata.
- Awarded "Man of the Arab Heritage 2016" by the Arab Centre for Tourism Media in recognition of his efforts to preserve Arab history and heritage.
- Decorated with the French honorific Ordre des Arts et des Lettres, in 2014.
- Presented with National Order of Merit by the President of the French Republic in 1980.
- Presented with Badges of Honour by Italy, Spain, Syria and Jordan.
- Decorated with a medal from the Queen of The Netherlands.
- Decorated with the Polish Golden Medal for Merit to Culture – Gloria Artis.
Publications

- Dialectics of Conflicts and Settlements (Jadal Al-Maarik Wa Al-Teswiyat): Cairo: Dar Al-Moustaqbal Al-Arabi, 2001
- The Deficient Knowledge (Al-Maarifa Al-Naqisa): Beirut: Reyadh Al-Rayes, 2005

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(Original: English)

Vision Statement

Toward a New Momentum

Preamble

My education and career have often brought me in close contact with the world’s “fruitful diversity of cultures” - the very cultures which unite under UNESCO’s roof, where the most diverse cultural expressions coexist. I have pursued comprehensive studies in Arab universities (in Egypt and Lebanon) as well as Western (in France and the United States), and was appointed ambassador to several countries in Europe and the Americas.

I consider myself a citizen of the world, and believe that a unifying and consensual spirit of understanding and harmony should drive my efforts aimed towards imparting UNESCO with a new momentum.

A diplomat from an Arab country leading this Organization for the first time in its history would be a most precious opportunity to reinforce multilateral cooperation, and to remind us of the common destiny of Mankind. Of all, it is UNESCO’s universal vocation that will move forward with new vigor.

THE FUTURE OF UNESCO

Toward a new momentum!

The world has changed tremendously since the inception of UNESCO, seventy years ago – a change that may have been even more brisk since the beginning of the 21st century.

The need for multiculturalism becomes evident, as does the rightful protection of cultural identities.

Millions of youth, of women, of people suffering on this earth gradually lose hope by virtue of deplorable living conditions in all regards. The shadow of these ills extends ceaselessly, often with tragic consequences: mass migrations, cultural isolationism and a surge of fanaticism and terrorism. We find ourselves facing a crisis of values threatening the world at large.

Let us imagine this new momentum together!

EDUCATION

Education first! For all!

UNESCO is facing a responsibility of historical proportions. It is our duty to massively magnify its engagement towards education. It feels to me that this engagement is one of our raisons d’être, today more than ever.

I feel bolstered by all programs dedicated to provide and improve education worldwide. UNESCO in partnership with several countries and NGOs has already implemented many programs that command respect and due recognition. I am pleased that my country is among those that fund education on a global scale.

It is imperative to develop our action towards women’s education in the entire world, taking great care not to overlook the regions mired in ignorance, which breeds all fanaticism and impedes all economic growth. Gender equality is important in all fields, but in education it is even more essential.
We will work together towards multiplying the opportunities for education in Africa, Asia and the Caribbean, and to sustain UNESCO’s efforts in the struggle against the phenomenon of early school dropout – efforts which have already borne success in several Latin American countries.

In support of these goals, we intend to develop partnerships between states, institutions, and the world’s best universities to finance the education of millions of children of both genders in underprivileged areas, and the distribution of high-standard know-how wherever possible. We will leverage all available technological means to combat the educational wastelands plaguing the poorest regions of our planet.

Without education one cannot hope for dialogue, and without quality schooling, one cannot create a better quality of life for the future generations.

**SCIENCE AND UNESCO**

**Serving Mankind**

This is a topic particularly dear to my heart, and it is of the utmost importance for UNESCO to continue interacting with hubs of contemporary expertise. This collective brain we call UNESCO needs men and women of knowledge to pursue its mission and continue gifting the sum of intellectual and scientific human progress to all. The international scientific community also needs UNESCO, as it represents none other than its collective conscience - an entity which supplies their independent researches with its ethical dimension.

We will favor assembling a panel of experts, while promoting academic exchanges, the networking of researchers and connections with the potential to yield concrete and immediate applications in all fields that could determine the future of Mankind such as water management, oceans, global climate...) Particularly since it is a field in which UNESCO has already received notable praise with its Agenda for a global early warning system.

Furthermore, we will do everything to make advanced scientific knowledge available to the greatest number, advocating for a more open and transparent science while being respectful of intellectual property.

Since science and education must be at the service of sustainable development, I intend to support African and South-American countries, not to forget island nations. We will launch partnerships aimed at fostering progress in the realms of sustainability and the fight against natural disasters since these serve the interest of the international community as a whole.

**HERITAGE**

**A treasure and a responsibility**

World heritage is UNESCO’s recognized “brand”. Thanks to world heritage, UNESCO’s purview is widely known and understood.

Certain sites are hallowed locations in the history of the world. In principle, their inscription onto the UNESCO world heritage list allows for their preservation, highlighting, and for them to be offered to the knowledge of the whole world. These sites, of course, transcend national identities and religious communities.

Today, everyone is aware that the world’s heritage is sometimes under threat of destruction. Our fight will be to protect these sites, monuments, manuscripts and works of art which constitute Mankind’s collective treasure.
UNESCO will have to not simply satisfy itself with protecting what must be, but will also have to be at the forefront of all workshops and work sites aimed at digitizing manuscripts, rebuilding libraries and destroyed monuments, and reviving these sites which speak to the memory of all men. It will have to fully engage in the protection of natural and linguistic diversity, tangible, intangible and underwater cultural heritage.

UNESCO is the appropriate and legitimate authority on the redaction of laws protecting human heritage in all its forms, and prosecuting those who harm it.

COMMUNICATION

Freedom of expression and free flow of information

The transition from the “culture of secret information” to the “culture of total transparency” requires colossal efforts. There is still much work to be done to develop international standards and regulations that should broaden civic participation in public life, the process of decision making, and the establishment of principles for transparency, good governance and against corruption. There can be no development without creativity and renewal, and no creativity or renewal can exist without the free flow of information.

Infringing actions against the freedom of expression and access to information, attacks on journalists, creators and artists, both in conflict zones and elsewhere, remain too frequent – violations and attacks that often remain unpunished.

We should reflect upon the means to broaden the partnership with journalism schools, various public and private media, local and international civil society, experts and opinion-makers in order to bolster freedom of expression and the free flow of information and ideas.

UNESCO

An ideal place for the dialogue between civilizations

In a globalized world, interdependent but threatened by standardization and various lightning-quick threats, it is essential for UNESCO to be the permanent de-facto shelter for the dialogue of civilizations.

We will take great care to give a new momentum to the debate of ideas which had made UNESCO a global center for debate and reflection at the time of its inception.

UNESCO is the ideal place to converse with one another leaving all preconceptions, conventions, political rigidity and misunderstandings at the door.

We will call upon all intellectual elites of the world to gather in the Headquarters’ host country around themes touching upon the dignity of the human person and multicultural paths. We will enhance partnerships with the major halls of knowledge and the international media.

It is true that the digital revolution has torn down the old ramparts and opened the way to the construction of a universal civilization founded on new human underpinnings. In this context, we should develop new and creative ways to communicate with youth and future generations using digital technologies and speaking the language that youth understand and accept. It is essential to be turned towards the future.

THE MEANS TO OUR AMBITIONS

Resource development and good governance
There is a general consensus about the fact that UNESCO faces a sharp financial crisis that requires creative solutions and innovative minds in dealing with it. Several countries from all continents donated generously to the UNESCO all along its successful journey despite the obstacles and harsh times, allowing the international organization to achieve outstanding results in education, culture and science. In this regard, all Secretaries General and their staff made exceptional achievements that I hail respectfully.

However, UNESCO needs a **new momentum** marked by innovative and creative solutions adapted to our global environment and able to remediate and mitigate the shortcomings that impede good performance. I am very confident that once we communicate adequately the noble objectives of UNESCO at a large scale, the whole world will perceive its importance — today more than ever — in building peace in the minds of men and women. Then, donors, supporters and friends will respond and provide the necessary means allowing UNESCO to fulfill its ambitions at the service of Mankind.

An organization the size of UNESCO cannot deliver its best without good governance, high transparency and accountability.

Governance encompasses all aspects of the decision-making process of an organization - from idea to implementation and assessment. It involves both formal and informal processes for the formulation of policies, the allocation of resources and the objective assessment of results. Governance structures should ensure the best stewardship of the organization that Member States have entrusted to the General Conference, the Executive Board and the Director-General. While there is a tendency to confuse 'governance' with 'management', it is important that these roles be understood as complementary to strategic policy-making and effective and efficient operationalization of the Organization's Program and Budget through competent management. Thus, governance is not only the role responsibility of the Member States, but a joint responsibility between the Member States and the Secretariat based on accountability, transparency and responsiveness.

The relationships amongst all governance leaders must be nurtured so that the 'political' and the 'administrative' maintain trust in one another, built upon an underlying assumption of having the same ambitions of achieving the same objectives and agreed goals. When this balance is met, ultimately the Member States and all of UNESCO's other key stakeholders' expectations are met, because of effective implementation of the agreed Program outlined in the C/5 document.

Put simply, governance is based on the sharing of information - and good governance is assured when that information is appropriate, sufficient and timely.

That is what I shall promise, and that is what I shall expect of every member of my Secretariat's team

**So all one day can say:**

**UNESCO is necessary to me!**

No one is disputing the nobility of UNESCO’s ideals. But let us be realistic: if we want these ideals to inspire our action, it is up to us to make them clearly known to all audiences, in all countries. Dynamic communication regarding UNESCO’s infinite potential is a prerequisite to the solidarity required for any financial mobilization.

It is of the utmost importance for UNESCO’s initiatives to be better recognized and appreciated by the younger generation, large corporations, charities and philanthropic associations and the like. This improved visibility applied to all of our activities will allow for more immersive interactivity, will attract more of these entities and will encourage fundraising.
We will dream up flagship projects for the years to come, based on the cornerstone themes of the Organization (science, education, heritage), projects that will involve international entities like corporations, philanthropic associations and other donors from the outset.

We confirm our belief that UNESCO needs every country, small or big, and that every country needs UNESCO. In this regard, we will spare no effort to stay in close contact with the United States and advocate for the nation to be active under UNESCO’s roof.

It’s from this base that we will aim to launch this new momentum.
Mr Qian Tang  
China  

Profile

Qian TANG, born on 8 December 1950 in Beijing (China), has served as Assistant-Director General for Education of UNESCO since April 2010. He joined the Organization in 1993.

Dr Tang heads UNESCO’s Education Sector, which includes around 400 staff at Headquarters, field offices and the seven education Institutes. He is leading the Sector to carry out the task of global/regional coordination and monitoring of the implementation of Sustainable Development Goal 4 on education. In the course of his term as Assistant Director-General for Education, Dr Tang has assumed parallel duties. Since November 2016, he is Director ad interim of Human Resources Management, driving forward the revisions of human resources policies to improve the Organization’s management. From September 2015 to July 2016, he was Officer-in-Charge of the Bureau of Strategic Planning, having led the presentation of the Organization’s Programme and Budget document (38C/5) at the 38th session of General Conference.

Dr Tang previously served as Deputy Assistant Director-General for Education (2005–2009) and Director of the Executive Office in the Education Sector (2001–2009), responsible for the coordination of the Sector’s strategic planning, implementation, finance and budgeting as well as human resources. As Director of the Division of Secondary, Technical and Vocational Education from 2000 to 2001, he led programme activities on general secondary education, science and technology education as well as technical and vocational education. Prior to assuming this role, he was at the Section for Technical and Vocational Education, first as a Senior Programme Specialist (1993 –1996) and later as Chief of the Section (1996-2000).

Before joining UNESCO, Dr Tang spent eight years working in a number of posts at the national and provincial level in China. From 1992 to 1993, he was Deputy Director-General in the Bureau of Science and Technology of the Shaanxi Provincial Government in Xi’an. He also served at the Chinese Ministry of Education’s Department of Vocational and Technical Education in Beijing, first as Director of the Division on Policy, Planning and Cooperation (1989-1991) and later as the Assistant Director-General of the Department (1991-1992).

Dr Qian Tang started his career in the mid-1970s as a secondary school teacher in Shanxi Province (China). In 1985, he was posted to the Chinese Embassy in Ottawa (Canada) where he served until 1989 as First Secretary, responsible for promoting academic cooperation between Canadian and Chinese universities.

Dr Tang holds a PhD in Biology (1987) and a Master in Human Kinetics (1982) from the University of Windsor (Canada) as well as a Bachelor of Education (1976) from Shanxi University, Taiyuan (China).

He is married and has a daughter.
Vision Statement

A New Era, A New Responsibility

New Opportunities and New Responsibilities

Never before has humanity had to face such unprecedented geopolitical, socio-economic, demographic and climatic changes, which stand to threaten human dignity and the very basis of the values on which UNESCO was established. We witness major conflicts and growing tensions, leading to mass migrations of refugees and increasing inequalities. Despite global efforts and technological advances to improve livelihoods, societies around the world continue to struggle with poverty, terrorism, youth unemployment and climate change. We are at a critical turning point and urgently need to chart a new course in a new era for generations to come.

In this time of uncertainty, UNESCO, as the only intellectual organization of the United Nations system, is increasingly needed to carry out its historical responsibility to provide answers to the future orientation of humanity and exercise its preventive function by "constructing defences of peace in the minds of men and women". In the coming years, UNESCO must draw on its significant "soft power" across its programmes to support Member States in meeting the commitments of the 2030 Agenda. To do this, it needs to cultivate a generation of global citizens with a sense of responsibility, while preserving national and cultural identities, to help find the best-contextualized solutions in fostering inclusive, equitable and peaceful societies.

UNESCO is going through a crucial phase of its existence. With limited and diminishing resources as well as needs for a comprehensive reform, priorities have to be re-assessed and choices have to be made. These demand strong technical knowledge, sound judgement, credible experience and global leadership.

Why me?

UNESCO needs a strong visionary leader and experienced manager to overcome its external and internal challenges, serve Member States and reposition the Organization to fulfil its purpose and functions in today's changing world. After 24 years at UNESCO, being part of a third of its history, my dedication, devotion and personal commitment to its mandate have never been stronger.

Seven years ago, when I took on the responsibility of Assistant Director-General for Education (ADG/ED), I promised to revitalize the Education Sector and provide a vision for UNESCO to spearhead the global education agenda. Today, with the support of my dedicated colleagues, I can proudly say that I have delivered on my promise. UNESCO’s well-recognized leading role in the formulation and coordination of Sustainable Development Goal 4 (SDG 4) on education clearly demonstrates the success of the Sector’s vision. These achievements were made despite severe financial constraints. My proven track record in revitalizing the Education Sector serves as a valuable experience in staking out new directions for UNESCO.

Coming from the largest developing country and from a family of university professors, I grew up exposed to the vast oriental culture and civilization. I have worked in poor, remote and rural areas of China and taught at secondary school, and thus know first-hand the enormous benefits that education can bring to a person’s and a country’s development. I completed my Master’s and Ph.D. studies in Canada, which allowed me to become well acquainted with Western culture at an early stage of my career. Guided by the traditional Chinese principles of harmony, tolerance and inclusion, I carry with me the best of both oriental and occidental worlds and serve as a bridge between the two.

In the course of my career, I have visited more than 90 countries. This has consolidated my appreciation and understanding of cultural diversity. Despite differences in culture, language,
lifestyles or political systems, all peoples share the same expectations of peace and sustainable
development, and belief in the power of education, the sciences, culture as well as communication
and information to achieve these. Mutual understanding, respect and tolerance among cultures,
civilizations and religions are key ingredients for peace.

While carrying out my responsibilities as ADG/ED, I have also been entrusted to lead two crucial
Central Services (Bureau of Strategic Planning and Bureau of Human Resources Management) as
Director ad interim. Within a limited period, I have operationalized a series of reforms to reinforce
programme delivery. My experience also allowed me to promote stronger links between the
Programme Sectors and Central Services and render the work of the bureaus more effective.
These initiatives were highly appreciated by staff across UNESCO. In turn this enabled me to
better grasp what and how to improve the management of the Central Services; one of the greatest
challenges for the Organization.

Reform is a central part of my experience. In a United Nations agency, however, reform has never
been easy, with various stakeholders and interests. Mobilizing support from both Member States
and UNESCO staff is key for progress and efficiency. My accomplishments and ways of working in
the past years speak for themselves, and reaffirm that I am the right person to lead the
Organization.

**My Vision and Actions**

If I am elected as the next Director-General of UNESCO, I will abide by and follow through on my
conviction that adjustments of UNESCO's Programmes and Central Services are needed. **Transparency**
and **accountability** will be my prerogative. To achieve concrete results, my
approach will focus on consultation, consensus building and multilateral cooperation; a major factor
of my success in the Education Sector.

I, therefore, will establish a senior management team composed of highly competent professionals
from various backgrounds and count on Member States' confidence and trust in my team and me
to make proposals of priorities in a transparent manner. Naturally, choices will be made only after
comprehensive consultations within the Secretariat and with Member States.

UNESCO's financial crisis has undoubtedly had severe consequences. UNESCO's core
programmes thus need to be re-evaluated to determine their relevance, so that we can **prioritize**
and **concentrate** on those areas where the Organization has the greatest comparative advantage
and significant impact. If we continue spreading ourselves too thinly, we run the risk of being
marginalized in our core areas of competence.

**Education** is a basic human right and a prerequisite for achieving all SDGs. While continuing to
lead, coordinate and review the implementation of SDG 4, operationalizing the Goal at country
level should also be the Sector's main priority in the years to come, with increased extra-budgetary
resource mobilization.

**Natural sciences** play a vital role in achieving sustainable development, including through
technology and innovation. The Organization has vast untapped potential to steer efforts on water,
biodiversity and the oceans, but requires more strategic focus. Drawing on well-established global
mechanisms and programmes, such as the Intergovernmental Oceanographic Commission (IOC)
or the Man and the Biosphere (MAB), we need to integrate and reinforce efforts on climate change,
particularly for Small Island Developing States (SIDS).

**Social and human sciences** are an integral part of all areas of UNESCO's work. I am dedicated to
promote youth as a key driver for sustainable development and increase focus on equity and
equality, which are key elements for the peaceful coexistence of nations. To attract more
resources, it is essential to further clarify priority areas and synergies with other Sectors of
UNESCO.
For many, *culture* is the most visible part of UNESCO. While recognizing the importance of normative work in this area, we also need a fresh approach to mobilize new partners and resources for the protection of tangible and intangible cultural heritage in order to position culture as a dynamic component of sustainable development.

As regards *communication and information*, the freedom of expression is more than ever essential in knowledge societies, and safeguarding journalists must continue to be at the heart of the Organization’s work. In today’s Internet era, many Member States struggle with finding the right balance between promoting privacy, the freedom of expression and ensuring national security. UNESCO has a unique niche to provide a forum for debate on this.

I do not agree with labelling UNESCO’s five field of competencies as “silos”. They are “pillars” of implementation of UNESCO’s mandate, with expertise and specialities unique in the United Nations system. They are a survival factor for an intellectual organization. At the same time, we need to ensure *inter-sectoral cooperation* among these five pillars to build synergies, particularly on youth, gender, climate change and global citizenship, including preventing violent extremism, starting from the field.

On *Priority Africa*, I aim to apply my successful approach from the Education Sector, which resulted in a significant increase of resources and focus on the strategic capacity development of African States. The implementation mechanism will require strengthening, by increasing the field presence and utilizing our International Institute for Capacity Building in Africa’s (IICBA) capacity development function in all fields of UNESCO’s competence. National ownership will remain key.

*Priority Gender* should continue to emphasize gender mainstreaming and gender-specific programming within all fields of competence of UNESCO. The Education Sector has substantially augmented work and the mobilization of both regular and extra-budgetary resources in support of this, which I would also like to see in the other Sectors.

UNESCO’s dedicated *staff* is a major asset for the Organization. Despite financial constraints, my key responsibility will be to attract and protect expertise and create more favourable working conditions for staff so that they are motivated and proud to work for UNESCO’s noble cause. However, the distribution pattern of our human resources needs to be reviewed and, consequently, adjustments need to be made. My objective is to ensure that we have the right profiles in the right posts, in order to make optimal use of each staff’s expertise and maintain a critical mass of personnel in key priority areas. I will emphasize ensuring gender parity at all levels as well as equitable geographical distribution.

In order to maximize our impact and implementation capacity, we also have to reinforce our *partnerships* with multilateral organizations, bilateral partners and civil society. Apart from National Commissions for UNESCO, we should work more closely with global networks of education experts, scientists and researchers, artists and media personnel.

To overcome the repercussions of the financial crisis, our *resource mobilization* strategy must be driven by a) alignment with the programme priorities, b) the sustainability of partnerships and, c) the flexibility of funding mechanisms. UNESCO needs to demonstrate its relevance and impact by delivering results in order to enhance the trust and confidence of donors and partners. Our efforts should concentrate on reinforcing links with current donors and foundations, opening doors to new partners, particularly from the private sector, and supporting countries’ self-benefitting activities within UNESCO’s mandate.

Since 2011 and under my leadership, the Education Sector has increased its extra-budgetary income by 6% per year. Today, three quarters of UNESCO’s Education Programme are funded by extra-budgetary resources mobilized from traditional donors, new emerging donors, the private sector and foundations. My successful experience in fundraising in the Sector is proof that mobilizing far more resources for the Organization is feasible. The recently introduced approach of
integrated budgeting and structured financing dialogue, which the Education Sector spearheaded, will certainly facilitate our efforts.

**Translating my Vision into Reality**

What UNESCO now requires is an overall plan of comprehensive, structured and focused reforms to ensure optimal programme delivery and long-term stability. Effective reform cannot be made piece by piece. It requires top-level design and careful consensus building to ensure successful implementation and desired results. For any adjustments, the three entities of UNESCO – Headquarters, Field Networks and Category 1 Institutes – must be considered as a totality. Owing to my experiences at UNESCO for the past quarter of a century, I not only know what to do, but how to translate my vision into reality.

Actions speak louder than words and my record as a visionary leader and senior manager is evidence that I am the best person for the job.

I am honoured to accept the Chinese Government’s nomination as a candidate for the post of Director-General of UNESCO. Four years is not a long period, but I am nevertheless convinced that it is long enough for me to deliver on my promise. I am confident that together with staff, Member States and partners, I can lead UNESCO to reach new heights.
ANNEX VII

Mr Juan Alfonso Fuentes Soria
Guatemala

Profile

The below positions have been performed under the following principles and good practices within a framework based on accountability, transparency, rationale management of public, private and third-party financial and other resources duly certified by institutions and civil society entities thereof

- Secretary General of the Central American Higher University Council (CSUCA), 2010 at present.

Through a participatory process of the 21 public universities of the member countries of the Central American Integration System (SICA), he promoted programs of quality assurance of Higher Education, Academic Harmonization for the recognition of studies, degrees and student mobility.

During the period of his mandate, a project for the intensive and extensive use of the virtual space of Central America and the Dominican Republic was developed, which includes Internet, educational and cultural University Radio and Television. Academic programs were carried out with the work-study approach on topics such as food and nutritional security and the integral management of disaster risk and adaptation to climate change. Regional PhD programs in Basic Science were initiated, and it was proposed to create a regional fund for Science and Technology aimed to strengthen scientific research, training of human resources and creation of regional research centers.

- Constitutional Vice President of the Republic of Guatemala, 16 Sept. 2015 - January 14, 2016

Jointly with President Alejandro Maldonado and his collaborators, facing an unprecedented social, political and economic crisis, he maintained the governability and functioning of the government, carried out austerity measures, and enforced economic compensation measures that had been object of negotiations during four periods of government, led an austere and ordered process of transition and addressed emerging situations such as that of the victims of El Cambray tragedy. He attended the United Nations session (NY, USA) and COP 21 (Paris, France) as Representative of Guatemala.

- President of the Presidential Commission on Human Rights, 2001-2004 and Coordinator of the Presidential Unit for the resolution of conflicts.
  - In the framework of the Inter-American Commission of Human Rights, 19 emblematic cases of violations of human rights were resolved with friendly settlements
  - The Governmental Policy on Human Rights was designed and socialized.
  - The National Program of Reparation for the victims of the Internal Armed Conflict was designed, in collaboration with representatives of the Civil Society.


In coordination with the Rectors and Presidents of the Student Federations, he took measures to rescue the institutionality and credibility of CSUCA, after the administrative and political crisis of the Confederation.

- **Rector of the University of San Carlos de Guatemala (USAC), 1990-1994.**

During his mandate as rector:
- For the first time, USAC General Policies and Wage Policy were designed, as well as an Institutional Development Plan until the year 2000.
- The budget for research had a 500% increase.
- The system of Regional University Centers was strengthened.
- He successfully managed to obtain the frequencies for the creation of the University Radio and Television,
- He created a Multidisciplinary and Multi-professional Practice Program.
- He successfully managed and obtained the possibility that Civil Society present proposals to the negotiating table of the Guatemala Peace Agreements, which was done in all areas of negotiation.
- He participated in the opposition to the Breaking of the constitutional order and in the creation of the National Consensus Instance.

- **Dean of the Faculty of Dentistry of the USAC, 1980-84 and Professor of the Faculty of Dentistry of the USAC, for 25 years.**

During his mandate as Dean of the Faculty of Dentistry:

The creations of 120 new clinical facilities were promoted in the capital city, compared to 48 ones available in 1980. This was a meaningful step forward.

The equipment for the extramural clinical practices and those of the Supervised Professional Practice programs were modernized, with the establishment of 8 high productivity dental modules in the rural area of Guatemala.

The number of clinics available in the capital city and in the interior of the Republic turned out to be larger than that of those of the Ministry of Public Health and the Guatemalan Social Security Institute as a whole.

Programs were promoted for the extension of coverage, aimed at the training of Dental Assistants and Rural Health Promoters in Oral Health.

- **Master in Measurement, Evaluation and Educational Research, 1974.**

  - He has published as author or co-author 75 papers on Education, Dental Education, Program Evaluation, Health and Human Rights.
  - He has been Lecturer in more than 150 academic and scientific activities organized by academic institutions, research institutions and services, in Guatemala and in 27 countries of America, Europe and Asia.
He has been international consultant in 10 Latin American countries, for PAHO/WHO, UNDP, the Latin American Association of Dental Faculties, the Brazilian Association for the Teaching of Dentistry, CSUCA, INCAP, UDUAL and the Recife Secretariat of Health, Brazil.

- **President of the Stomatological College of Guatemala**, 1975-1976.

The project for the creation of a dental stamp was presented to the Congress of the Republic to establish a program of social benefits for the members, as well as a training program to improve professional quality.

- **Distinguished Professional, Gold medal of the Assembly of Presidents of Professional Associations**, 2014.

- **President of Guatemala’s Chapter of the Consultative Committee of the Central American Integration System (CC-SICA)**, 2010-2014 and 2015-2017.

A civil society agenda (bottom-up) was built for the participation of civil society in the Central American Integration process and in the Association Agreement between Central America and the European Union.

- **Coordinator of the Social Sector Committee of CC-SICA. Member of the Board of Directors of the CC-SICA**, 2014-2017.

A roadmap was proposed to strengthen the social dimension of SICA.
I. GENERAL INFORMATION

Birthdate: 16 May, 1947
Nationality: Guatemalan
Civil status: Married, two children
Profession: Dental Surgeon
Languages: Intermediate-advanced level English and Portuguese. Notions Kekchí and German
Address: 39 Avenida “A” 15-35, zona 5, Jardines de Asunción zona 5, Guatemala, ciudad.
Residence Phones (area-502) 23349293 - 23351456
Clinic Private: 12 Avenida 25-39, zona 5, Guatemala, ciudad
Phones: (Area-502) 23315771 -23313469-23311243 (fax) - cel (502) 41496786

II. EDUCATION

- **Science and Letters Highschool Certificate.** Colegio de Infantes, 1964. Honour student and flagman

- **Dental Surgeon School of Dentistry. Universidad de San Carlos de Guatemala, 1971.**
  
  Ranked first in class, 81/100 GPA (General Point Average), from first to sixth academic year in a group of 36 students

- **Master in Educational Evaluation and Research.** Universidad del Valle, Guatemala, 1974.

III. Elected Positions

- **President of Universidad de San Carlos de Guatemala, 1990-1994.** Accountability Report of the General Comptroller Office 005,062 (attached)

- **CSUCA President.** July 1990-July 1991.

- **Dean** of the School of Dentistry at the Universidad de San Carlos de Guatemala, 1980-1984.

- **Vice President of the Latinoamerican University Union.** UDUAL Oct. 1992 - 1994

- **Technical Secretary** of the Secretariat of Peace of Guatemala and **Executive Secretary** of the Committee to Accompany the Peace Accords 2000-2001. Accountability Report of the General Comptroller Office 09592 (attached)

- **Chairman** of the Presidential Commission on Human Rights from 2001 to 2004 and **Coordinator** of the Presidential Unit for conflict resolution. Attached Accountability Report of the General Comptroller Office 07572

- **Chairman** of the Board of Stomatological Association of Guatemala, from 1975 to 1976, having held the positions of President and Secretary of the Assembly of Presidents of Professional Associations.
During the 25 years and three months he worked worked full time, as a professor at the Faculty of Dentistry at the Universidad de San Carlos de Guatemala, held various Teaching and administrative positions, including:

- **Director** of the Department of Dental Education,
- **Director** of Clinical Department,
- **Director** of the Department of Operative Dentistry, and
- **Director** of Multicenter Stomatology Innovations.

Currently participates as a guest professor at various academic units USAC

- **Professor-Coach and consultant for the Panamerican Health Organization PAHO/OPS.** Program for The preparation of Dentists for the Lainoamerican Reality Faculty of Dentistry of Pernambuco, Recife. Brazil. 1978 and 1979.

- **Consultant in 11 countries in Latin America,** by the Pan American Health Organization-PAHO/OPS, United Nations Development Program-UNDP, the Latin American Association of Dental Schools-ALAFO, the Brazilian Association for the Teaching of Dentistry-ABENO, Central American Higher University Council-CSUCA, Nutrition Institute for Central America and Panama-INCAP, University Association of Latin American Universities-UDUAL, the Castello Branco Dentistry Foundation-FOPCB, Brasil and the Secretary of Health of Recife, Brasil.


- **Full member** of the National Council of Literacy Guatemala. 1990-1994

- **Director for Central America** of the Inter-American Organization. 1990-1994 Coordinator of Teaching Planning. USAC School of Dentistry.

- **Professor** Evaluation Course in the Master's Degree Program on Measurement, Evaluation and Educational Research at the Universidad del Valle de Guatemala. 1987

- **Curriculum Committe Coordinator.** USAC School of Dentistry.

- **Planning Coordinator of integration academic units.** 1975-76. School of Dentistry USAC.

- **Full member** of the National Council of Health Guatemala. 1990-1994

- **First Alternate Member** Guatemala Stomatological Board of Directors 1972-73.

- **Professor** of the subjects: Physical and Natural Sciences, Colegio de Infantes. 1965-68.

- **Full Member of the National Council of Science and Technology of Guatemala 1991-1994**

- **Coordinator** of the Commission that created and developed the project **Supervised Professional Practice Multidisciplinary and Multiprofessional**, EPSUM. USAC (14)

- **Vice President** of the Board of the Association of Alumni from the German Academic Exchange Service DAAD 1996-7
• **Project Coordinator** who created the Faculty of Dentistry of Recife, Brazil. 1998-1999.

• **Financial Secretary** Board, Association of Dentistry Students. USAC, 1968

• **Vice President of Pro-Improvement Committee** Campur, Alta Verapaz 1970-71

• **Coordinator of the Evaluation Committee.** USAC School of Dentistry.

• **Member of the commission** for the study and final proposal to the Congress of Guatemala for the creation of dentistry tax stamp.

• **Member of the joint commission** School of Dentistry and College of Stomatological Guatemala to study the bill for the **Health Code in Guatemala**.

• **Member of the Joint Commission of the USAC** and professional associations to rule on the **Free Trade Agreement and its implications for the Professional Practice in Guatemala**, 1997. 21

• **Vice President** of the First Meeting of Colleges and Schools of Dentistry of the Union of Universities of Latin America. Dominican Republic, 1980. 22

• **Executive Director** of the Latin American Association of Dentistry Schools. 1987-1989.

• **Vice President** of the Latin American Association of Dentistry Schools 1997-2006.

IV. **PARTICIPATION IN NATIONAL AND INTERNATIONAL ACADEMIC ACTIVITIES**

• **Participated** in more than 150 academic activities including conferences, seminars, courses, forums, seminars organized by different academic units of the USAC, as other universities and organizations and national, regional and international institutions are counted.

• **Guest speaker**, panellist and seminars in more than 100 academics and scientists organized by academic institutions, research institutions and service institutions of Guatemala and 28 countries in America, Europe and Asia events. In some of the activities above mentioned, he has also played roles **rapporteur, coordination or evaluation**.

V. **AWARDS RECEIVED**

• **Distinctive plaque, diploma and ring** by the University Council of the University of San Carlos of Guatemala for his outstanding and fruitful work during the **leadership and university management in the development of the USAC** and its contribution to process peace and strengthening democracy, during the period 1990-1994. 47

• Tribute by **professors, students** of Centro Universitario de Petén and the Agricultural Engineers Association of Petén for participation Civic-university, issues in Guatemala.

• Distinction by **the Student Association Section of Solola**, School of Humanities, by his leadership and university projection towards political, economic and cultural problems of the people of Guatemala.

• Tribute received from **the Association of Students of Dentistry**, for its administrative work as Dean of Dentistry USAC.
• Distinction conferred by the four **Rectors of private universities** of the country for its **contribution to the development of the national university** Guatemalan system.

• Tribute and distinctive plate for his **Latin American leadership and the promotion of programs aimed at improving the quality of life of poor Guatemalans** by the Benson Institute, Provo, USA.

• Tribute by the **National Council of Science and Technology** for their excellent work, as a member of CONCYT, 1990-94, for the benefit of scientific and technological development. (51)

• Recognition of the Peace Secretariat of the Presidency of the Republic for its contribution to the peace process in Guatemala.

• **Catamaram** Professor Emeritus, Brazil, July 2003

• **Distinguished Neighbor** of the municipalities of San Sebastián, and Chicaco Retailhuleu, Suchitepequez (29)

• **Distinguished Son of Mazatenango**, by the Municipal Corporation of Suchitepequez. 30

• Friend distinguished Chiquimula, Ciudad Prócer. (31)

• **Distinguished Visiting** the cities of San Cristobal Verapaz, Huehuetenango, Chiquimula, Guatemala Antigua, Mazatenango and Izabal. (34)

• **Guest of Honor** of Puerto Barrios, Izabal.

• **Honored Professor** at the Faculty of Dentistry of Pernambuco, Brazil, 1979.

• **Inaugural lectures** at the Faculty of Dentistry of Pernambuco, Brazil, Universidad de Costa Rica, Universidad Nacional Autónoma UNAN León, School of Economics of USAC, Centro Universitario de Occidente USAC, Centro Universitario de Nor-Oriente, Direction of Academic development USAC School of Humanities USAC and Centro Universiario de Izabal USAC, General Direction of Research.

• Tribute Centro Univesitario de Izabal for the creation of the University Center. (39)

• Homage directors of **Regional University Centers** of the Universidad de San Carlos de Guatemala and the Coordination of Regional Centers. (40)

• Tribute by the **Student Association of the Faculty of Humanities**. (41)

• Honorary Fellow of the University Choral Association. (42)

• **Recognition by the creation and boost to the Professional Multidisciplinary Exercise Program.** May 5, 1994. (43)

• Distinction by his work as Chairman of the Board of Stomatological College.

• Diploma and ring as a member of the University Council in his capacity Dean of the Faculty of Dentistry at the USAC. (33).

• **Honored Student** Colegio de Infantates.

• Inter-school discus throw Champion.
• Member of football and volleyball, School of Dentistry, First in inter-university championship and national championship major league, respectively (26)

• Honorary Member of the Association of Dentistry Students (27)

• Member team indoor soccer Stomatological Association, Champion inter - Professional Associations (28)

• Tribute by the Dental Society (35)

• Honoree dentist. Civic Permanent Program of Industrial Bank. (36)

• Tribute by students of the Centro Universitario del Norte, departmental sections.

• Tribute recognition by students of the School of Business Administration to bear his personal name the CUSAM Computer Center. May 12, 1994. San Marcos. (44)

• Tribute recognition by the Law Students Association, May 14, 1994. (45)

• Tribute of Guatemalan Dental Society for their XXV Professional Anniversary. Delivery of speech nominated by honored persons.1996. (49)

• School Tribute by the Stomatological Association of Guatemala for his Professional Silver Anniversary 1996. (50).


VI. PUBLICATIONS

• Published in the quality of author or coauthor, 150 works on teaching and learning, program evaluation, quality of Higher Education, harmonization of higher education, research, and issues related to peace, democracy, human rights and development. Teaching-learning material to Dentistry and Health Services. written publications are included, such as audiovisual material support and video films in Spanish and Portuguese. Some shall be listed below


• General Policies of the USAC. Nov. 21 de 1991. 52 p.


• Methodology and concepts applied to the evaluation of Health and Nutrition Programs Ed. Universitaria, Text anthology vol. 20 February 16, 1989, 47 pp.

• Scientific and technological research in Central America. Congreso de exbecarios centroamericanos de DAAD. Investigar para el futuro. Puntarenas, Costa Rica 5 to 7 September 1996. 15 p.

• Preliminary evaluation on th investment in education, resources and institutional efficacy of the School of Dentistry Universidad de San Carlos 1970-1986. Magazine
• **University Program of Interdisciplinary Health Research.** USAC. May 22, 1992 62 p.


• **State University and Society.** Journal of the Universidad de San Carlos vol. 13, April 8, 1992, p 5-18.

• **University and Development.** Preparatory course for EPS. School of Economics. Universidad de San Carlos de Guatemala, February 1995.


• **Scientific research in the issue Health - Disease.** Theoretical and Methodological Basics. Editorial Aula. Vol. 25. 122pgs.

• **Program “Supervised Professional Practice” of the School of Dentistry at the Universidad de San Carlos de Guatemala.** Magazine Universidad de San Carlos, II Era, Vol. 13, Guatemala 1982.


• **Universidad de San Carlos and the Guatemalan Health-Disease.** University and Health Regional Meeting, USALC XXI, 25-27 July 1990. pp.1-12.


• **National Situation Analysis: Challenges, Opportunities and Proposals of the Universidad de San Carlos de Guatemala to the Guatemalan State and the Society.** USAC. 1993.30 July p.


• **General Plan University Development USAC 2000.** 1993, 40 p.


• The new role of the Latin American University on Contemporary International Relations. Carleton University, Ottawa, Canada, October 23, 1993.


• Instrument for evaluation of research protocols Universidad de San Carlos de Guatemala. Perspective Science/Art/Technology, Department of Dental Education, School of Dentistry, USAC, 1982.

• The dentist as a change agent in the Promotion of Community Development. January 1971, 132 p.

• Motivational Areas in choosing the Teaching Career. 1974, 57 p.


• Review of the original version of the Spanish translation of the work “Analysis of Education in Professional Education” RS Mackenzie. ALAFO. Translation to to Spanish by Carlos E. Pomes. 1975.


• A Universidade na Busca dos Mecanismos de retroalimentação para o Currículo nas experiencias de campo. Sergipe, Aracaju, Brazil, 1978. 9p.


• **Research Program Prevalence of Gingival Inflammation in permanent teeth of adolescents 12 to 14 years.** USAC. School of Dentistry, Department. Dental Education, February 1983, 67 pgs.

• **University Production and Teaching Learning Cost.** November 1983.

• **New approaches on Teaching Services interaction.** 44 p.

• **Types of research.** 1980, 8 pgs.


• **Aplicação da Estatística na Avaliação de Programas Preventivos em Odontologia. XV Reunião Da Abeno e VI Encontro Nacional de Dirigentes de Facultades de Odontologia, Realizados em Fortaleza, Ceará, No Periodo de 21 a 24 de Julio de 1978.**

• **Pesquisas para serem Desenvolvidas na area rural de Sao Lorenço Da mata no Exercicio Professional Supervisionado.**

• **Levantamento epidemiológico em quatro bairros de Recife.** 1999.40p.

• **Avaliação do Programa Ejercicio Professional Supervisionado.** 25 pgs.

• **Partial Readequation of the Supervised Professional Practice Program. Implementation of Integrated Systems Work.** 80 pgs.


• **Proposal for a New Model of Care to expand the quantitative composition of dental care services Savior.** 7 pgs.

• **Application Program USAC Professional Practice of a Model for Change, innovation, transformation and / or systematic replacement.** Guatemalan Magazine of Stomatology. Vol. 8.pp 50-62

• **The importance of the Political Participation of Women.** Forum organized by the Dolores Bedoya de Molina Foundation and Association of Mayan Women of the West Foundation. Quetzaltenango, Guatemala, October 14, 1995.

• **Dental instruments. Course Dental Assistants.** Guatemalan Social Security Institute. IGGS.

• **Application of the use of audiovisual resources in teaching dentistry.** Heidelberg, Germany. November 16, 1994.


• Qualidade Total em Técnicas. Procedimentos, Organização e Recursos Humanos da Odontologia. ALAFO-Abeno Congress. 8 hours course. 2 and 3 September 1995

• Ensino Odontológico de Qualidade. Recife, Pernambuco, Brasil. 3 September, 1995

• Problems with composite resin restorations. Santa Ana, El Salvador, August 27, 1988, pp. 40

• Constraints and perspectives of the international cooperation. Meeting on inter-university cooperation. University of Utrecht, the Netherlands from 14 to 15 October 1991.


• Program coauthor of Incorporation comprehensive disaster risk management and adaptation to climate change and the Dominican Republic in the education systems of Central America

• Coauthor of the University Program for Sustainable Development Company

• Coauthor of the study Assessment of Tertiary Education in Guatemala, Honduras, Bolivia, Peru, Paraguay and the Dominican Republic. November 2011


• (To access this article please go to Google, type in DOI: 10.5897 / JMPR2013.4478)

VII. OTHER ACTIVITIES

• Founder Member of the National Consensus, initiative created by the crisis resulting rupture of constitutional order. Guatemala May 1,993 (55)

• In the fight against impunity, unified private prosecutor vs. members of the military Hunahpú task force that killed a student and wounded six more USAC students. (56)

• Member of the commission, together with the Ombudsman for Human Rights and the Attorney General’s Office issued award due to the conflict between the Supreme Court and the Union of Workers of the Judiciary, December 1,992.

• Appointed by the social multisectoral position to release the civil society sector position in the peaceful demonstration in relation to the breakdown of constitutional order by the President of the Republic. Commissioner with Rigoberta Menchú, Nobel Peace Prize, 1,992 and Helen Mack - Alternative Nobel Peace Prize 1,992 to deliver such a prize at the National Palace. (57)

• Member official delegation that accompanied Rigoberta Menchú to the awarding of the Nobel Peace Prize in Norway 1,992. (58)
• Promoter and manager of Radio and Television project for the Universidad de San Carlos. (59)

• Promoter and manager BCIE loan to the Government of the Republic of Guatemala for US $ 20 million targeted for infrastructure works and equipment **USAC, headquarters, University Center Metropolitan and Regional University Centers**, 1991- 1994. (60)

• Joint and achievement with the Rectors of Public Universities of Central America Management and Students of the Central American University Federation for the decentralization process programs of the Central American University Confederation (CSUCA) and the rotativity headquarters of the General Secretariat

• Promoter of Interuniversity Forum in cooperation with the rectors of the private universities in Guatemala.

• Founding Partner of the Foundation for Academic Development. (61)

• Full member of the Academy of Medical, Physical and Natural Sciences of Guatemala

• Moderator Forum IV Interuniversity "The University and Peace Building in Guatemala".

• **Fellowship by the German Academic Exchange Service** for a study visit and Research at the University of Heidelberg, West Germany .Sept.-Nov. 1994. (62)

• **President** Trust Fund for institutional support to the Ministry of FOSEPAZ, Secretariat of the Peace. February 2000-2001.


• **President** Delegations of the State of Guatemala who attended the sessions of the Inter-American Commission on Human Rights issues 118th (October 2003), 117th (February-March 2003), 115th (October 2002), 114th (March 2002), 113th (September-October 2001).


• Member of the Delegation of Guatemala in conference promoted by the Human Rights High Commissioner on preparing reports, Quito, Ecuador September 26, 2002.

• Assistant, **Regional Workshop on Development of Strategies for the Promotion of Economic, Social and Cultural Rights**, in Buenos Aires Argentina, from 24 to 27 October 2001.


• Chairman of the Delegation of the State of Guatemala that supported the oral examination about **compliance with the International Covenant on Economic, Social and Cultural Rights** before the respective Committee of the United Nations System. Geneva, 14-17 November de2003. (64)

• **Full member of the National Reparations Commission.** July 16, 2003 to January 20, 2004.
- Participant **policy table** government transition government from 2000 to 2004 from 2004 to 2008, with representatives of the two political forces that pass the second round (GANA and UNE) on the subject Situation of Human Rights **Guatemala**.

- **Member of the High Level Commission, who achieved release of four journalists and a human rights activist** held against their will in Huehuetenango by members of the former Pac, 26 to 8 October 2003. (65)

- **Academic Director of the Dental Foundation-advanced methods and resources training 2006-9**

- **President, Vice President and member** Board of Dental Museum and Botanical Garden Maya 2006-9

- Professor of the Specialization Course in College Planning. July 2007 (66)

- Chairman of the Board of the Unified Neighborhood Committee, Jardines de Asuncion 2005-2007 (68)

- Tributed as the Dentistry of Banco Inmobiliario SA 1997-2013

- **Member of the organizing committee of the First Congress of History of Dentistry and lecturer with the theme “The paradigm of Supervised Professional Practice and Experiences extramural”** 20 to 22 August 2009 (69)

- Organizations and Networks Vice President, Union of Universities of America UDUAL America; 2010 to date

- **Member of the Technical Program Committee academic mobility Pablo Neruda 2010 to present time.**

- **Member of the Iberoamerican University Council**

- **Member of PMT Alfa Puentes**

- **Member of the Technical Advisory Board of the Institute for Theoretical Physics, Rama Chiapas**

- **Member of PMT Enhancing Scientific Cooperation Program Between Central Europe and American and Caribbean Region**
SUMMARIZED APPROACH ON UNESCO’S GOALS.

To express in few pages, what I believe the priorities of the Organization will be during the next four years, is a tremendous task.

Therefore I shall try to focus on general guidelines.

- **Culture for a Sustainable Development.** Encourage at every educational level and in the general population, supported by ICT, mass media and other means, the practice of principles and values for an educated, peaceful, and healthy life; as well as developing better habits for good living that respect the environment, for the rational use and management of natural resources, biodiversity conservation and responsible consumption in order to influence on the achievement of a sustainable welfare for the human being in harmony with his/her natural and social environment.

- **Universality principle.** UNESCO was organized by the original 14 member states and nowadays its almost current universal membership confirms its global impact. The task of the future DG will be to encourage the adhesion or return of a few missing states, initially by their possible involvement on specific programs. It would be a superficial matter to consider this a priority imposed exclusively by financial concerns; it becomes a must based upon the UNESCO’s essence and global purposes.

- **Coordination with other UN agencies.** Many UNESCO tasks play a transversal axis in the UN system and they provide a broader scope of ensuring a sustainable development driving a poor community into a better-quality life for children and adults by educational and health sustainable projects achieved by the same community. Inter-agency collaboration is a structural obligation in areas such as Health, Environment, and Climatic change. Moreover, special attention must be paid to the growing problem of ensuring education to the increasing number of young multicultural refugees.

- **Regional cooperation.** The promotion of actions at regional level is necessary, in particular, for small countries. This multidisciplinary approach would include the building of capacities, competencies, and support to strengthening the regional scientific infrastructure. South-South cooperation and a special attention to Africa will be pillars for this issue, and much more attention has to be paid to the needs of a large number of small island states. The latter shall require strengthening the regional character of cluster offices.

- **Information policy.** Free access to information and promotion of connectivity are historical flags of the Organization. The more global connectivity fostered by UNESCO projects, the easier educational, human principles and values as well as inter-religious and interracial respect concerns may be spread in future generations.

- **Austerity and transparency.** These global and institutional policies require the Organization to ensure austerity and transparency in the development of its performance.

- **Culture is the production, circulation and use of symbolic goods** which supply social groups along with social cohesion, political legitimacy and a sense of cultural identity. These are the social functions of cultural production. Culture divides into lettered (or high) culture, popular culture and industrial culture. UNESCO should address the three forms of culture under an emphasis, especially in this globalization era in which the three of them coexist and mingle according to the laws of the market. UNESCO should promote
high culture because it is the most elaborated expression of human spirituality. It should encourage popular cultures because they are the ones that form alternative forms of acquired knowledge in order to circulate among subaltern populations. And it should also devote some efforts to analyze industrial culture seeking to influence its production, circulation and consumption according to what the Organization considers convenient for the physical and psychological health of humanity, for, as we know, industrial culture and its products are the most widely and a-critically consumed by masses all over the world.

- **Cultural heritage** is historically a priority of UNESCO. Certainly, it will continue to be a leading program. However, there is a specific issue, which requires immediate action; the restoration of DAESH destroyed monuments, for which a broadly supported world program must be launched.

- **Culture of Peace.** UNESCO has a long tradition to pursue this goal. Its role defending values like Tolerance, Good governance, Human rights is well known. A special attention should be given to a number of problems worldwide, freedom of press is essential, and the vulnerability of journalists is a problem in a large number of countries. However, there are other threats against this culture of Peace in which UNESCO’s voice is essential, first of all, proliferation of chemical weapons use. Moreover, UNESCO must be especially active in those regions where tensions are stronger.

- **Science, Technology and Development.** The role of Science and Technology for development requires no justification. However, inequalities among countries and regions are tremendous and these are reflected on the right to access by large sectors of the population, in particular, girls, and, where the problem of minorities may be applicable. Besides, it is a necessary development for practical applications, such as industrial innovations via scientific-technological entrepreneurship liaisons among higher-education institutions, private sector, and the State.

- **These priorities are in line with the UNESCO's history and ultimate goals.** We are aware that in order to design a program which develops this cultural patrimony, it will be necessary to ensure a strong and permanent funding. This can be provided by sources, which irrestrictively fulfill the basic values of a seventy-year organization. Therefore one must explore the possibility of support by regional organizations, e.g. the European Union or the Union of African States, and regional development banks. The example of JACOB in Bioethics must be generalized. Obviously also voluntary contributions from member states should be welcome, for specific programs which may be consistent with the history and backgrounds of the Organization.

- **Basic education.** It is a fundamental priority, which is entangled with other priorities. Despite the progress of last decades, there are still broad regions where instruments like inquiry-based education are absent and basic education suffers a gender bias.

- **Being education, science and culture the backbone of UNESCO,** it is necessary to seriously consider a broad program of support for their development as a triad that acts as a single fact in people’s minds and behaviors.

- **Intercultural education must be a priority,** especially in countries in which racial and cultural mixtures are the rule and not the exception, like those in Latin America and the Middle East with large vernacular populations. Intercultural (and not multicultural) education should serve the purpose of national unity within ethnic diversity, pursuing a balanced relationship among cultural differences through a democratic set of intercultural policies that promote the peaceful coexistence of diverse individuals and groups in multicultural societies.
• **Following this logic, scientific diversity** is also a high priority to be developed, promoting alternative (often subaltern) forms of knowledge in countries that have acute class and ethnic differentiations, and whose poor populations are deprived from formal Western education nor are they aware of their ancestral forms of knowledge, often restricted to rural subaltern elites of power and/or deformed by groups interested in turning them into “magical” expressions ready to enter the market of the “New Age” sensibility.

• **This holistic vision of the education-science-culture triad** addresses the fact that its three components complement each other in the real world, and that people actually live and practice in their everyday lives as a whole. UNESCO should do the same when critically analyzing and promoting them, aimed to contribute to the democratization of human relations and well-being throughout the world.

• **Global unexpected events which may occur anywhere, anytime** must be approached, based on UNESCO’s nature and mission, as well as connected with another world agencies, inter alia, UN WHO, FAO and others; the appropriate UNESCO department or regional office analyzes the case, reports the General Direction which calls for a multidisciplinary top level officer meeting in order to work and carry out any internal, regional, and local plan.
Saleh Mahdi Al-Hasnawi is a professor and consultant psychiatrist, public health expert and a politician. Born in Iraq in 1960, married and have two sons and two daughters. He speaks Arabic and English languages.

Dr. Al-Hasnawi is a member of the Iraqi parliament since 2010; he’s also a distinguished member of the Health and environment committee and former Minister of Health, before that he was the director general of Karbala Health Directorate, the head of the Iraqi Medical Syndicate in Karbala and professor in Karbala University

He served as a Minister of Health (2007-2010); he was interested to achieve the millennium developmental goals in health and environmental sector, decreasing the climate change effect and the relationship of health with the education.

During his service as a Minister of Health, he achieved relevant goals such as; decreasing the mortality of neonate from 30 to 27 deaths per thousand and the less than five years’ age mortality from 35 to 28.7 per thousand. New vaccination for hemophilia’s influenza and Rota virus was introduced for the first time in Iraq during his time which led to remarkable decrease in the children mortality.

He worked on increasing the number of primary health care centers in Iraq and within 3 years of his service as a minister of health; each center served 14000 citizens in 2010, while it served 22000 citizens in 2007.

His belief in achieving health equity and poverty fighting led him to launch the Health Houses Initiative (small health unites) to provide health services to the rural areas, this initiative provided health services for nearly one million Iraqi population reducing health inequality and the poverty level.

In 2009, Dr. Al-Hasnawi in coordination with the Minister of Education and the World Health Organization launched the project of Health Promoting Schools, this project established the firming ground for the transference of the Iraqi schools into more health promoting institutions, also he launched with the Minster of Higher Education and the WHO, Medical Schools Accreditation Project in 2009.

Student’s mental health was one of the priorities that Al-Hasnawi adopted throughout training of a large number of teachers to detect children psychological problems and managing it properly.

He held many other responsibilities:

- Chairman of the Ministerial Technical Committee of the Annual Congress of Ministers of Health in EMRO region; Cairo 2008 and Morocco 2010.
- Member of Technical Committee of the Global Fund for fighting (Malaria, Tuberculosis and ADIS).
- Key speaker and chairman of one of the session in the Healthy Cities Global Conference held by WHO. Japan 2010.
Chairman of the National Committee for Arab Board for Medical Specialization.

Chairman of National Health and Medical Education System Reform.

Chairman of the National Water and Rivers Pollution Committee.

In 2009, Al-Hasnawi was granted the Shining World Leadership Award by Supreme Master Ching-Hai International Organization for his action in the legalization of anti-smoking law. He also granted the presidential medal of the Royal College of Psychiatrists; Edinburgh at 2010 for his remarkable role in mental health promotion in Iraq and Middle East Region.

Parliamentary work

After the Ministry, Dr. Al-Hasnawi was elected as parliament member at 2010 and reelected for the same position at 2014. During his time in the Iraqi parliament he continued up his coordination with many international organizations in many fields: for example;

Chairing the Consultation Meeting of WHO - EMRO for Health Researches Strategy in Middle East 2011; also chairing the Consultation Meeting of WHO - EMRO for Mental Health Strategy 2011.

He represented Iraqi parliament in the annual Health Diplomacy Meeting held by the WHO – EMRO 2014; 2015; 2016. He contributed as expert and stalk holder in putting the mental health disease priorities in the disease priority program held by Bail Gaits Foundation, Gorge Washington University and WHO. At 2014 he was one of the key speakers in the Health Equity Conference in Tehran held by WHO – EMRO.

In post ISIS Iraq, Dr. Al -Hasnawi took upon himself a new initiative concerning the psychological rehabilitation of children who are under ISIS tyranny in cooperation with the Iraqi Ministry of Health and the World Health Organization, the merits of this initiative is to be seen within the next few months after the liberation of many Iraq territories from ISIS, and in the same field he led through the Iraqi Psychiatrists Association and Ministry of Education a long term program for remodeling of the school curriculum depending on de violence, and peaceful coexistence between people of different backgrounds and beliefs.

He cooperated with Global Partner Organization and many Iraqi MPs to achieve the code of conduct for Iraqi Parliament and participated in many meeting in the region with Global Partner Organization lecturing about the role of political parties in the transitional period.

Dr. Al-Hasnawi as the head and founder of the Iraqi Society of Addiction Medicine delivered the first reliable national survey about the epidemiology of drugs abuse in Iraq in cooperation with USAID and the University of California, utilizing the data, he worked with Iraqi Ministry of Health and WHO to adopt a new strategy for substance abuse management in Iraq.

Legislative aspect

In the parliament he contributed to many laws aimed to reform the health and educational system, health equity achievement and poverty reduction, i.e.

He introduced with the chairman of the Education Committee in the Parliament a draft of law to give incentives to the students of primary and secondary public schools to encourage the enrollment of students, decrease the drop out and fighting poverty both of them succeeded to pass the law under the name of Public School Bonus Law (number 3; year 2014). He contributed to the legislation of Literacy law 2011, human trafficking prohibition law 2012, Human Organ Transplantation Act 2012, proposing draft of anti-drugs law with the Ministry of Health professionals and lobbying in the parliament to pass the bill in 2016.
He participated with the Health and Environment Committee in elaboration of the national environment strategy and convinced the Ministerial Council to adopt it and announced 2014 is the environment protection year in Iraq.

Al-Hasnawi contributed to many laws support the social equity, health system, judiciary system indecency, media freedom, and lastly he proposed a draft of Social Health Insurance Law which still under negotiation and it aimed to protect poor people from the financial burden of the health services utilization.

Dr. Al-Hasnawi opened the first center in Iraq serving the school children with psychological problems in Karbala Governorate in 1998.

**Academic achievement**

Bachelor in Medicine (Baghdad)

Bachelor of Law (Baghdad)

Fellowship of Iraqi board of medical specialization (Baghdad)

Fellowship of the faculty of public health (UK)
Vision Statement

UNESCO’s longstanding commitment to promote peace, eradicate poverty, advance sustainable development and intercultural dialogue through education, the sciences, culture, and communication has been met with increasingly complex challenges.

UNESCO continues to face a rapidly changing and unpredictable world with uncertainty in the political, social, economic and environmental sectors.

UNESCO finds itself in a critical state as recent trends such as anti-globalization and populist movements, racism, discrimination, radicalization, terrorism, violent conflicts, refugees, IDPs, destruction of heritage, illicit trafficking of intellectual property, highly and rapidly developed communications and fake news phenomena, climate change and other emerging challenges.

As a reputable and sound UN organization, UNESCO must remain highly resilient in order to respond effectively and react dynamically to challenges, and to achieve its goals by implementing its programs in a transparent, cost-effective and productive way.

For someone coming from the land of Mesopotamia, arguably the birthplace of human civilization and the home of mankind’s earliest culture heritage. UNESCO, the grand defender and custodian of the world heritage, should mean both home and refuge.

I believe that, the organization should continue to concentrate its efforts around fewer, more concise areas, whilst continuing to refocus on its core mandate and major programs.

The organization must focus on the actual needs and priorities of each Member State. Further strengthening the role of countries offices and national commissions will help to achieve this goal. Delegating enhanced authority to the field in addition to executing feedback programs from the Member States and beneficiaries will ultimately lead to a more tailored and effective practical results.

Additionally, UNESCO must implement transparent financial policies, and fundraise through partnerships with international banks, NGOs, and the private sector. The main priorities in UNESCO’s financial policies should be devising practical resource mobilization strategies for Member States while urging each state to provide timely financial contributions.

UNESCO must also recruit world-class experts and professionals on the basis of skills and competency, with workforce that fairly reflects the ever growing population of youth. Continuous capacity building of the organization staff is mandatory for effective programs delivery.

I believe that consulting with former director-generals and utilizing their expertise will be extremely valuable in the reform process of the organization.

A comprehensive, measurable strategy for partnerships with UN agencies, public and private partners, global networks, international banks, provincial authorities, municipalities, and NGOs are essential to achieving sustainable development goals.

I believe that reform should be an ongoing and endless process, to be monitored by independent external parties and implemented internally. Regular reviews should be a fundamental part of the continuous reform process.

The application of results-based management including results-based budgeting must be measurable to ensure accountability of all departments and staff.
Visibility and public perception of UNESCO is critical, and we should strive to maintain the organization’s reputation and publicize its achievements in a strategic and creative manner taking into account the digital revolution.

**UNESCO Global Priorities**

**Africa**

UNESCO should continue to support the African Union’s vision and address the obstacles, constraints and challenges for Africa’s sustainable development, particularly the financial issues.

The organization should continue its ongoing fund-raising efforts through resource mobilization and partnerships with international donors, banks, foundations, and African financial institutions.

In order to build resilient, cohesive, and productive societies, it is critical to strengthen education system with integration of sustainable science, gender equality, mental health issues, sex knowledge education, and healthy lifestyle.

Training and capacity building of traditional teachers in remote villages can overcome a shortage of teachers over time.

UNESCO should continue its effort to build institutional capacities for sustainable development, eradication of poverty and implementation of organizational programs.

The organization must urge the Member States to gear their legislation towards a greater participation of women in elected councils and in high executive positions, especially in states with a low representation of women.

**Gender Equality:**

UNESCO should take active measures to work with Member States to integrate the concept of gender equality and empowerment of women in all its policies, including all types of education, healthcare, and indeed in all aspects of work.

It is important to encourage Member States to legalize the participation of women in all elected councils and throughout the political process through the quota principle in the countries with least representation of women.

UNESCO should urge Member States to eliminate of all forms of discrimination and violence against women including harmful practice, such as child marriage and female genital mutilation through legislation and health education.

**Third Priority:**

I will suggest to the general conference to consider the possibility of adding a third global priority: youth empowerment. Young women and men are driving economic, political and cultural change through their access to information and media. They are the true agents for economic growth and, the force for social transformation and progress. Although UNESCO integrates youth issues in all of its programs, I strongly believe in adding a stand- alone (Youth) as a global priority for a safe and secure future.

**UNESCO Overarching Priorities**

Sustainable peace cannot be achieved worldwide without vigorous monitoring and contribution to mitigating the impact of violent conflicts. Focus on, solving its root causes and maintaining long lasting peace in conflict areas is an ongoing priority. For this important issue I suggest to the general conference to adopt a new emergency priority entitled (Conflict and Post Conflict)
Conflict and Post Conflict Priority:

More than 1.5 billion people live in countries affected by violent conflict, with women and children often being the main victims. Violent conflicts result in staggering numbers of refugees, IDPs, the global spread of terrorist attacks and all their devastating impact.

As part of the UNESCO mission to promote peace and prevent violence, the organization engages in the conflict and post conflict rehabilitation efforts, which can be developed further such as:

- Education: educational reform must emphasize the principles of human rights, diversity, and problem solving skills, cognitive and psychosocial development, and capacity building of teachers. It is vital to refocus on the integration of the principles of active responsible inclusive citizenship principles in education system.

It is a fact that, education is the most effective factor in protecting vulnerable youth from radicalization.

- Long-term recovery policies: which include, TVET and life skills for demobilized ex-combatants, and the rehabilitation IDPs and refugees.

- Partnerships: partnerships with UN peace building mechanisms of disarmament, demobilization and reintegration processes, in addition to supporting reconciliation and development of independent, unbiased neutral media.

- Youth Outreach: social media education and empowering youth to have effective action against Internet violence and radicalization. Establishment of youth communication network can serve as platform to support education and exchange of ideas.

All these measures go to the core responsibility of the organization, and UNESCO can play a major role in conflicts prevention, serving people in post conflict situation, and helping to prevent the resurgence of violence.

Organizing UNESCO programs, activities and initiatives under the umbrella of conflict and post conflict situation priority will definitely serve the global peace in the long and short run.

UNESCO Programs:

Education is the springboard of sustainable development, and living conditions cannot be improved without significant investments in education.

I believe, that understanding the specific educational context of each country while applying flexibility and a tailored delegation of authority to the national commissions and field offices, will impact the development of equitable, quality education and promote lifelong learning for all.

UNESCO should urge natural disaster prone countries to implement school safety measures, including the construction of safe school buildings to protect the lives of children and teachers during times of disaster.

Integrating mental health programs in education system is a fundamental cornerstone for changing behavior and attitude toward achieving the concept of responsible, active, resilient and creative citizenship capable of responding effectively to the challenges of the twenty first century.

UNESCO should continue to provide support to the countries with high illiteracy rates, including the E-9 countries, in order to implement a national literacy program until SDG 4 is achieved.

An additional effort needed to create more mechanisms towards transformation of higher education systems for more research and innovation based, with integration of sustainability sciences.
The organization should support the countries, which have a gap in (TVET) to facilitate smooth transition of students from schools to the professional world of work.

The concept of global citizenship should be reviewed alongside the new global trend of anti-globalization and populism to adopt a concept of active, creative and responsible citizenship with respect for human rights, diversity, gender equality and active participation in democratic processes.

UNESCO should urge Member States to integrate natural and social science principles, technology and innovation systems in all national policies and strategies. It should also encourage establishment of research centers and institutions for capacity building, fair financing, development of standards and indicators in addition to supporting equal access for women and men with active participation of youth.

UNESCO should continue its eminent role in promoting international scientific cooperation and efforts to address critical challenges facing sustainable development. This effort should support Member States in the effective management of their natural resources and mitigating man made hazards to our planet.

The majority of countries today are undergoing profound social transformations, UNESCO should support Member States in reviewing and integrating the inclusive evidence-based public policies and measures that accompany social transformation in national policies.

UNESCO should continue its global leadership efforts in promoting the highest international ethical standards for research, science and technology, with particular attention to bioethics.

UNESCO should establish a high spiritual, multi-religious committee, which includes the representatives of major religious groups to facilitate inter religious and inter cultural dialogue. This will help in tensions reduction and spread of ‘living together’ principle.

The organization should strengthen professional and institutional capacities at the national level to better conserve, safeguard, manage and promote in-country heritage, especially in conflict situations. UNESCO should cooperate with the Security Council for tougher sanctions for illicit trafficking and the destruction of cultural heritage.

UNESCO should engage in programs that collect looted and illegally transported cultural objects from conflict regions. In addition, UNESCO should develop short-term emergency measures to conserve cultural relics such as establishing a museum administered by UNESCO during times of conflict until peace prevails in the country of origin.

Low-income countries are underrepresented in the World Heritage List. UNESCO should support Member States in strengthening their capacity to enlisting their heritage sites in the World Heritage List.

UNESCO should encourage the role of cultural and creative industries in developing countries for poverty alleviation through job creation and income generation.

The organization must continue to support the rights of indigenous peoples and recognize the value of their knowledge systems as an important part of world cultural diversity and heritage.

UNESCO should work closely with Member States to achieve the model of creative cities with at least one in each country, and urge the Member States to support artists’ rights.

UNESCO should continue its efforts with Member States especially in Africa and LDCs in building strong independent, professional, neutral, and unbiased media landscapes.
UNESCO should address the escalating ‘fake news’ phenomenon and develop ethical standards for the media. The organization should encourage public awareness, media literacy and citizen competencies to utilize information more intelligently.

The organization should continue its leading role with various national and international organizations, as well as civil society and the media, to preserve and protect the safety of journalists and combat the impunity with which attacks are conducted against them. This can be done through enhancing national policies, in addition to institutional and personal capacity building.

UNESCO should encourage Member States to empower its citizens by securing access to information and knowledge and take advantage of the digital revolution to create knowledge based society.

UNESCO will continue its leading role in the building of peace, the eradication of poverty, and sustainable development with the efforts of all Member States.
ANNEX IX

Ms Vera El-Khoury Lacoeuilhe
Lebanon

Profile

Addressing the challenges facing the world today is complex. There can be no simple answer to these challenges that affect all of us. Many promises were made but few were kept. The United Nations System provides the ideal forum for adequate solutions to be found. Together with a determined, ethical and motivated Director General for UNESCO, we can create the conditions for a better world with more empathy, justice and security.

Vera El Khoury Lacoeuilhe has over two decades of in-depth experience in multilateral diplomacy and international relations. Strongly committed to the ideals of the United Nations, she has been, throughout her career, a passionate advocate of the United Nations System, of multilateralism, and their global role in building peace, stability and sustainability. Today she is regarded as a leading authority on UNESCO. Among her most distinctive competencies are consensus building and inspiring leadership.

With a wealth of seasoned diplomatic experience and a strong international law expertise, Vera El Khoury Lacoeuilhe currently teaches a Master 2 level Seminar entitled "International Institutions and Organizations" at the Paris I Pantheon-Sorbonne University and is advisor to the Ministry of Culture of Lebanon.

Her broad knowledge of the design and structure of international organizations gives Vera El Khoury Lacoeuilhe international level recognition as an authority on the UN System. In January 2016, she became a member of the “Independent Team of Advisors” established by the United Nations Economic and Social Council (ECOSOC), in charge of making recommendations on the long term positioning of the United Nations Development System in the context of the 2030 Agenda for Sustainable Development.

Throughout her career, Vera El Khoury Lacoeuilhe has driven a tireless agenda for the strengthening of governance and effectiveness, which contributed to UNESCO’s drive to remain relevant in a changing world. This motivated the request of the former President of Senegal, H.E. Mr Abdou Diouf, in his capacity as Secretary-General of the Francophonie, to invite her to chair an ad hoc group mandated to reform the governing bodies of the International Organization of Francophonie (OIF).

Vera El Khoury Lacoeuilhe capacity for critical analysis, her experience, and her insight have been deployed with great effect in a variety of leadership roles throughout UNESCO. At numerous occasions on multiple areas of interest, she has successfully persuaded supporting teams and peers to engage in a motivational and inspiring way.

She has a track record of imparting gravitas to political roles and has been entrusted plenipotentiary responsibilities on multiple missions, as head of delegation to ministerial meetings and as president of several intergovernmental bodies.

She actively participated in ten sessions of the General Conference and served two mandates (8 years) on the Executive Board of UNESCO. She was appointed to several senior positions, notably the presidency of subsidiary organs of the General Conference and the Executive Board. On matters of governance, she has been a constant advocate for transparency, ethics and accountability within UNESCO and its governing bodies.

Vera El Khoury Lacoeuilhe is a politically astute negotiator and effective consensus builder. Her skills combined with her significant knowledge of and insights into international law have enabled
her to play a lead role in elaborating the most important UNESCO legal instruments, mainly in the negotiations and the drafting of all Declarations, Recommendations and Conventions adopted by the Organization over the past 20 years. This has given her in-depth understanding of UNESCO’s normative work which led her to chair several intergovernmental committees of international conventions, such as the World Heritage Committee.

Vera El Khoury Lacoeuilhe, who embodies the highest ethical standards, will vigorously pursue value adding activities with a real impact. She believes in UNESCO’s fundamental contribution to building a global mind-set for peace and progress. She will implement reforms and promote innovation, focus on priorities and results, while being committed to transparency, accountability, evaluation and oversight.

She has earned a reputation for leadership which has merited the respect of her peers. She has consistently been chosen to lead teams in reform and other politically sensitive issues. The results she has achieved indicate the strength of her leadership as well as her political dimension.

She leads through engagement. She leads through persuasion. She leads through diplomacy.

**BIOGRAPHY**

**Born in 1959 in Beirut - Lebanon**
Married, two children
Lebanese and French citizen

**EDUCATION**

1983 Master of Arts (MA)
   New York University (NYU)
   Near and Middle Eastern Studies Graduate School of Arts and Sciences

1979 Bachelor of Arts (BA with distinction)
   American University of Beirut (AUB)
   Political Science and Government
   School of Arts and Sciences

**DECORATIONS**

2005 Knight of the National Order of Merit (France)
2005 Insignia of the Order of Vytautas the Great (Lithuania)

**LANGUAGES**

Arabic (fluent)
English (fluent)
French (fluent)

**EXPERIENCE**

Current Adviser to the Ministry of Culture of Lebanon Government of Lebanon

**Member of the Independent Team of Advisors (ITA) ECOSOC** (UN Economic and Social Council), New York Active member of the panel established by ECOSOC in charge to make recommendations on the long term positioning of the United Nations Development System in the context of the 2030 Agenda for Sustainable Development: function, financing, governance, organizational structures and partnerships.
Since 2013 Visiting Professor of International Law Paris I Panthéon-Sorbonne University Sorbonne Law School, Department of International and European Studies, Paris

Teaching a Master 2 level seminar entitled "International Institutions and Organizations"

2001-2016 Alternate Representative of the Government of Saint Lucia to OIF (Organisation Internationale de la Francophonie), Paris

Alternate Representative of the Head of the Government of Saint Lucia to the Permanent Council of OIF and Head of the Delegation to the Ministerial Conferences of Francophonie

President of the ad hoc group on the reform of the governing bodies of the International Organisation of Francophonie, appointed by President Abdou Diouf, Secretary General of Francophonie (2014)


1996-2016 Deputy Permanent Delegate of Saint Lucia to UNESCO (United Nations Educational, Scientific and Cultural Organization), Paris

1997-2015 GENERAL CONFERENCE OF UNESCO Member of the delegation to the General Conference of UNESCO, 29th through 38th sessions

1999-2001-2013 Vice-Chairperson of the Administrative Commission at the 30th, 31st and 37th sessions of the General Conference of UNESCO

2006 President and Member of the Think Tank of the General Conference on the Reform of the Executive Board and the General Conference of UNESCO

2003 President of the Group on the Right to Vote at the 32nd session of the General Conference of UNESCO

1999 Chairperson of the Joint Commission - Administrative and Programme - at the 30th session of the General Conference of UNESCO

2009-2013 EXECUTIVE BOARD OF UNESCO 1997-2001 2012-2013 Representative to the Executive Board Chairperson of the Preparatory Group of the Executive Board 2010-2011 Alternate Representative to the Executive Board of UNESCO


2000-2001 Chairperson of the Group of Experts on Finance and Administration Matters 2000 Alternate Vice-Chairperson of the Executive Board of UNESCO

1999 Vice-Chairperson of the Working Group on Nongovernmental Organizations (NGOs) 1999-2016 CONVENTIONS, RECOMMENDATIONS AND DECLARATIONS OF UNESCO

2014-2016 Head of Delegation to the Intergovernmental Committee for the Safeguarding of the Intangible Cultural Heritage

2013-2016 Head of Delegation to the Intergovernmental Committee for the Protection and Promotion of the Diversity of Cultural Expressions
2007-2011 Head of Delegation to the Intergovernmental Committee for the Protection and Promotion of the Diversity of Cultural Expressions


2002-2003 Head of Delegation to the Intergovernmental meetings for the negotiation of the Convention for the Safeguarding of the Intangible Cultural Heritage 2001 Head of Delegation to the Intergovernmental meeting for the negotiation of the Declaration concerning the Intentional Destruction of Cultural Heritage

1999 Head of Delegation to the Intergovernmental meetings for the negotiation of the Convention on the Protection of the Underwater Cultural Heritage and Member of the Drafting Group of the Operational Guidelines of the Convention

2001-2014 LEADERSHIP POSITIONS IN UNESCO

2014 President of the 1st Extraordinary Session of the General Assembly of State Parties to the World Heritage Convention (Paris)

2014 Vice-Chairperson of the Intergovernmental Committee for the Protection and Promotion of the Diversity of Cultural Expressions


2007 Vice-Chairperson of the Headquarters Committee of UNESCO 2006 Acting Chairperson of the Headquarters Committee of UNESCO


2004 Vice-Chairperson of the 28th Session of the World Heritage Committee (Suzhou, China)

2003 Chairperson of the 27th Session of the World Heritage Committee (Paris)


1998-2014 OTHER LEADERSHIP POSITIONS AND EXPERT ROLES AT UNESCO

2014 Head of Delegation at the “Global Meeting on Education for All” (Muscat, Oman)

2007 Chairperson of the Group of Francophone Ambassadors of UNESCO

2007 Chairperson of the Electoral Group of Latin America and the Caribbean (GRULAC) of UNESCO

2005 Chairperson of the Commonwealth Group of Ambassadors to UNESCO

1999 Chairperson of the G77 Working Group on the Reform of the General Conference and the Executive Board of UNESCO

1999 President of the Cultural Committee of the Francophone Group of UNESCO
1998 Designated Expert of the Intergovernmental consultations on "The Human Right to Peace"

1993-1996 Sabbatical to start a family, Paris

1991-1993 Communication Officer Advisor to private companies on communication through art and culture Art Entreprise et Communication, Paris

1986-1989 Founder, CEO and Managing Director of a private commercial business Classics Ltd, Beirut

1985 Director of Internal Communications, Media Relations and Advertising INTRA (Banque Al Mashrek, Crédit Lyonnais, Diners Club), Beirut

CONFERENCES AND SEMINARS

- Speaker at Science Po: “Is it possible to reform the United Nations?” (Menton, France, 2016)


- Speaker at the Conference “Should International Law be taken seriously?”, Paris I Panthéon-Sorbonne University (Paris, 2014)

- Center stage at Conference "Debate with Vera Lacoeuilhe: Aspects of multilateral diplomacy" organized by Association of Internationalists, Paris II Panthéon-Assas University (Paris, 2014)

- Speaker at the Inter-Parliamentary Conference on the Diversity of Cultural Expressions organized by the Presidents of the National Assembly of Quebec and the Parliamentary Assembly of the Francophonie (Quebec, 2011)

- Speaker at the Seminar "Sharing Strength: Commonwealth and Francophone Cultural Engagement with the UNESCO Convention" organised by Commonwealth Foundation (London, 2008)


- Speaker at the Seminar "Who really decides in International Organizations?" directed by Professor Pierre Michel Eisemann (Masters of Law), Paris I Panthéon-Sorbonne University (Paris, 2007)

- Speaker at the Training Seminar for the members of the Executive Board of UNESCO (Paris, 2005)
Vision Statement

For Our Children

Today’s turbulent world is marked by increasingly rapid and momentous changes. These changes need to be addressed by the international community or else they risk to undermine shared values and to weaken solidarity and social cohesion. Thus providing fertile breeding ground for conflicts, reviving old historical grudges and deepening religious and ethnic divisions. Additionally, tectonic shifts in technology, resource availability, population growth and climate change, pose threats to our planet’s stability and sustainability. The Agenda 2030 lays out an excellent roadmap for a multilateral response to address these challenges.

The UN-system, despite its imperfections, remains the most appropriate setting for a common assessment and approach to promote stability and sustainable development for peace and security. The UN-system is the bulwark of Human Rights. As emphasized by UN Secretary-General Antonio Guterres, they are embedded in all UN-entities, each having to play its own complementary role.

Since its foundation, UNESCO’s noble aim has been to contribute to peace, dignity, equality and mutual respect, and to protect fundamental freedoms, notably freedom of expression, free flow of ideas and access to knowledge. To remain credible and fulfil its objectives, UNESCO, with its Member States’ goodwill, must reduce the over-politicization of its work that has at times made it a tinderbox impeding the achievement of its goals.

We must downplay differences, learn to make diversity our strength and unite around our common interests. It’s not too much to ask if we want a peaceful future for our children. These were life lessons that my generation - the ‘war generation’ - learned the hardest of all ways, as my country, Lebanon, painfully and slowly extricated itself from the insanity of seventeen years of violence, hatred and destruction. Engaging in debates on the most sensitive and divisive subjects should not prevent us from focusing on what unites us.

What could unite us? What aspirations, values and ambitions do we all share? What is our strongest common denominator, regardless of our culture, our colour, our gender or our religion? The answer is Our Children.

We all desire a bright future for our daughters and sons.

We want them to fulfil their potential.

We want them to secure decent and fulfilling jobs.

We want them to become responsible free citizens.

We want them to live in a culturally diverse and inclusive society.

We want them to live in peace on a sustainable planet.

These goals touch UNESCO’s core mandate. We therefore need to create and sustain a Safe Haven for constructive dialogue and cooperation within UNESCO to allow Education, Sciences, Culture, Communication and Information - now more than ever - to Unite Us.

Today, mankind is navigating in uncharted waters, transitioning from the industrial era to the era of connectivity. Fears arising from this disruption to our current way-of-life must be balanced against the exciting opportunities that new technologies present. This balance rests on ensuring that a more technological world results in a more humane world.
We need to adopt a positive stance towards technological advancement and harness it in a responsible way to serve human progress and improve living standards in inclusive societies. In this era of connectivity, UNESCO should stay alert to the ethical implications of technological change and aim for digital equality. UNESCO needs to provide a Safe Haven for Dialogue on the Ethics of the ‘Era of Connectivity’.

How do we prepare Our Children for jobs that don’t exist today? What foundational, transitional and life skills are needed in 2030?

The truth is nobody really knows. Technological advances are driving a constant evolution and transformation of the workplace and of professions. New jobs that require new skills are being created. Knowledge and mobility are becoming an inescapable entry point for any job no matter how modest. Therefore, significant emphasis must be placed on being able to learn, develop and adapt as new roles and tasks arise.

It is difficult to precisely predict the long-term impacts of this technological disruption. However, trends provide us with insight into the skills needed for tomorrow. Education policies and curricula must be informed by these trends. UNESCO must be the ‘Knowledge Hub’, leveraging all its networks, analyzing trends and translating information into knowledge Member States can tap into and use.

In the era of connectivity, the role of education and teachers has to change from “transferring knowledge to children” to “facilitating education and unearthing talents from each child”. “If children cannot learn the way we teach, we must teach the way they learn”.

Moreover, all of us need to invest in quality education at all levels, especially for girls, and particularly girls in science. Education must promote creativity, problem solving, resilience and entrepreneurship. The profile and image of Technical and Vocational Education need to be upgraded and tightly dovetailed with the private sector in anticipation of tomorrow’s jobs. The exponential growth in e-learning possibilities and access to online open educational resources require a continuous establishment and update of norms for certifications and diploma recognition. Moreover, the need to embrace a culture of Lifelong Learning is an absolute priority due to the speed at which the world is changing.

Our Children deserve a life blessed with peace and security. When violence becomes pervasive, whether in the form of extremism, radicalization, gang culture or illegal trafficking, the ability of our youth to learn, to work and to contribute positively to society becomes seriously hampered. UNESCO has therefore to respond to all forms of violence holistically, by clearing homes, schools and societies from hostility and turning them into places for learning and dialogue.

These challenges cannot be addressed by applying traditional approaches that are no longer successful. Innovative approaches explored at UNESCO’s Mahatma Gandhi Institute of Education for Peace (MGIEP) show promising results. The institute engages with youth directly and make them part of the solution. Based on cognitive learning, behavioral transformation and socio-emotional skills development, MGIEP uses new technology as a tool to transform education to build peaceful sustainable societies, which allows children to interpret and understand the world through ‘critical inquiry’, to strengthen their moral courage to act and to build empathy and compassion.

Africa is the continent where the impact of new technologies has brought about the most spectacular leap forward. Unfortunately, many challenges remain. Africa’s staggering population growth, twice the global average, has serious implications on critical issues such as youth unemployment, illiteracy, gender inequality, connectivity and climate change, urgently requiring a decisive integrated response by UNESCO.
We have to act together if we want to leave to Our Children a healthy planet to live on. Climate change is “the defining challenge of our time” and UNESCO must intensify its efforts to contribute to this global effort to mitigate and adapt to the negative impacts of climate change. Education, sciences, culture, communication and information should aim to influence our common mind-set.

UNESCO’s current focus on those communities and countries that are the most vulnerable and the most negatively impacted by climate change must be translated into purposeful action.

Mankind cannot prosper without decisive action to mitigate climate change and manage biodiversity, freshwater resources and oceans. Indeed, the very existence of populations living in low-lying coastal regions and small islands developing states is threatened by sea-level rises.

UNESCO’s cultural Conventions safeguard, transmit, promote and protect culture and heritage. They are visible flagships, generating new forms of revenue, but they need to remain effective and credible.

The recent destruction of unique cultural heritage highlights the importance of protecting and preserving culture in conflict zones. Preservation goes beyond the material protection of mere historical artefacts. It touches our identities and our common history.

Culture is not a static set of inherited traits, values and patterns of behaviour. It is an evolving process. What was considered ‘modern’ in the past, is ‘tradition’ today. And what is modern today, is tomorrow’s tradition. What matters is maintaining the dialogue. UNESCO should provide a safe haven for cultural dialogue, focusing on what unites us, ensuring all voices are heard, in particular those of minorities and women.

With regard to women, Alfred de Vigny said: "After studying the condition of women in all times and in all countries, I came to the conclusion that instead of saying good morning to them, one should ask for their forgiveness". Unfortunately, this nineteenth century quote remains valid today. Doesn’t this call for a more daring approach to gender equality?

While UNESCO’s mandate and functions remain relevant, its ability to tackle the challenges faced requires ever-greater resilience, anticipation and resourcefulness. UNESCO has to modernise its processes and optimise the use of modern technology, to transform it into a real e-Agency.

UNESCO has to become agile in its approach to management and administration - more innovative - with a fresh mind-set. The Organization should adopt the Jugaad mind-set, which is an approach based on the principles where, abundance is found in scarcity, adversity is turned into opportunity, solutions are innovative, the status quo is constantly questioned, and where people work with their hearts.

UNESCO needs to make impact and measure outcome. To be effective, UNESCO has to do the right things. To be efficient, UNESCO has to do things right.

More than ad-hoc temporary boosts to its revenue, UNESCO needs stable, predictable and sustainable funding by further opening up to external partners and creating an ecosystem of innovative revenue models to expand its capacity to deliver and improve the cost-effectiveness of programme implementation.

Moreover, UNESCO’s ability to attract funding is directly associated with its credibility, level of transparency, accountability, and with its ability to deliver impactful and evidence-based results that demonstrate value to Member States.

However, if UNESCO wishes to significantly enlarge its funding base and access alternative funding, it has to look to professional fundraisers. UNESCO’s success stories have potential for fundraising and some themes even qualify for structural crowd funding.
The Secretariat is of paramount importance in these transformations, where managers are leaders and staff members are talents. Empowered leaders and talents are accountable for their responsibilities and act accordingly. The Director-General should encourage initiative, experimentation, creativity and network building. All of this with greater oversight, transparency and accountability inward, outward and at all levels.

UNESCO built up over the decades a unique set of partnerships and networks, starting with its National Commissions, forming a far-reaching web of synergies and relationships, waiting to be leveraged in new and creative ways, including crowd sourcing. UNESCO’s outreach needs to be more innovative to ensure that the multiplier effect attains its full potential.

The interlinked Sustainable Development Goals engage many stakeholders. UNESCO must focus on its comparative advantage and support the work of others where appropriate. A new culture of partnerships means preferring synergy to turf battles, collaboration to competition, an understanding that we either succeed together or not at all.

The position of Director-General is not a job. It is a mission, a vocation to serve, a commitment to put UNESCO’s interest before one’s own. Such a vocation does not suddenly emerge on the eve of an election.

An inspiring Leader for UNESCO is:

- One who leads by example.
- One who is fair and impartial - a consensus builder.
- One who believes more in responsibilities than prerogatives.
- One with team spirit and faith in the personnel.

The new Director-General must strive to make UNESCO the best possible organization: a model of transparency, accountability, ethics, innovation and results - one that serves all Member States based on their needs, since one size doesn’t fit all - one that recognizes the multidimensional aspect of poverty and follows the ethos of “Leaving no one behind”.

UNESCO has been through troubled times. This ordeal can be turned into a new opportunity - not relying on past models, but leapfrogging to a new model fit for the era of connectivity.

This is, of course, an immense ambition. But as Sergio de Mello once said: “Unless we aim for the seemingly unattainable, we risk settling for mediocrity.”

Let’s aim for “the seemingly unattainable”.
Ms Audrey Azoulay  
France

Profile

Audrey Azoulay, born on 4 August 1972 in La Celle-Saint-Cloud (Yvelines – France) has been Minister of Culture and Communication since 11 February 2016. Her childhood was spent in France and Morocco, where she has family ties.

A graduate of the *École nationale d’administration* (ENA) (1998-2000, “Averroës” graduation), she is also a graduate of the Paris Institute of Political Studies (Sciences Po) (1996) and holds a Master of Business Administration (Lancaster University, Great Britain – 1993) obtained under the Erasmus European exchange programme.

She began her career as Head of the Public Broadcasting Sector Office at the Media Development Directorate, where she worked on the roll-out of Digital Terrestrial Television (DTT) in France, the establishment of an international news channel and the reform of public broadcasting.

From 2000 to 2003, she worked as rapporteur for the Court of Auditors and legislation expert for the European Commission in the fields of culture and communication.

In 2006, she joined the French National Centre of Cinematography and the Moving Image (CNC), successively holding the positions of Deputy Director for Multimedia Affairs, Chief Financial and Legal Officer and Deputy Director-General. She reformed and modernized the systems of aid to France’s cinema, audiovisual and video games sectors by adapting the financial support mechanisms to new forms of broadcasting audiovisual works in the digital domain. She thus established new revenue streams for the cultural industries, based on Internet service providers.

She implemented a wide-ranging national plan to assist digital transition in France for the film and audiovisual industry, including the digitization of cinemas and films. She also launched a recovery plan for the audiovisual sector.

In September 2014, she was appointed Culture Adviser to the President of the French Republic, François Hollande.

At the time of the destruction of the archaeological sites of Nineveh, Nimrud, Hatra, and the Museum of Mosul, perpetrated by the “Islamic State” group, she proposed that the President of the Republic entrust the Director of the Louvre Museum with formulating a plan to protect endangered heritage, which was announced in partnership with Irina Bokova, Director-General of UNESCO, on 18 March 2015.

Since 11 February 2016, Audrey Azoulay has been Minister of Culture and Communication.

She is implementing the plan of action for the protection of endangered heritage in conflict zones. She supported a statement by the Director of the Louvre Museum at the G7 Summit held in Tokyo on 26 May 2016, and the organization by France and the United Arab Emirates of the International Conference on Safeguarding Endangered Cultural Heritage, held in Abu Dhabi in December 2016, in conjunction with UNESCO, aimed at establishing an international fund for the protection of endangered heritage and financing prevention and restoration action, and at building a network of safe haven countries for threatened cultural property. The fund was effectively established in March 2017.

In November 2016, she launched an international plan for cultural diversity through books, in the form of support for French-language bookshops abroad and translation in the Mediterranean basin. These measures are part of the proactive and comprehensive approach to strengthening cultural
relations between countries on both sides of the Mediterranean in the name of diversity, freedom of thought and increased mutual understanding among peoples.

In France, she has undertaken several modernization reforms thanks to her considerable mediation and consensus-building capacities, including the reform of the unemployment insurance scheme for casual workers, a historic agreement that has secured the status of professional creative artists.

In July 2016, Audrey Azoulay introduced the bill adopted on freedom of creation, architecture and heritage, which enshrines in French law the principle of freedom of creation, including an important aspect relating to the protection of heritage and the fight against trafficking in cultural property as well as the modernization of copyright and related rights in the digital domain.

She launched the project “Creation in progress” with the French Ministry of National Education, which provides for an extensive programme of artist residencies in schools throughout France.

Convinced that the crises facing contemporary society can find remedies through access to culture and cultural and artistic exchanges, she has obtained an unprecedented increase in the budget of the Ministry of Culture and Communication.

She introduced gender parity measures for cultural institutions into the Law on Equality and Citizenship.

She is working to strengthen the independence of information with the Act adopted in the autumn of 2016 on media freedom, independence and pluralism, strengthening the guarantees of editorial independence with regard to economic interests.

With the “Micro-folies” project, she has promoted an innovative project of hyper-connected digital culture, bringing together performance, museums, video games, artists and schools. The first project was established in a working-class district in the Paris region.

Finally, within the European Union Council of Ministers of Culture, in the framework of the digital agenda and the construction of the digital single market, she is working to protect the rights of authors and creators and to protect the funding systems for artistic creativity.

Audrey Azoulay is actively engaged in innovation and intercultural and intergenerational dialogue, to advance education for all and to involve museums in civic education and fostering a desire to live together, as attested by the “Museums of the Twenty-First Century” mission, which she launched in 2016, and whose recommendations have just been published.

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In her capacity as Minister of Culture and Communication, Audrey Azoulay has been made Commandeur de l’Ordre des Arts et des Lettres.

In addition to her mother tongue, Audrey Azoulay is fluent in English and Spanish.

She is married and has two children.
Vision statement

An ambition for UNESCO

At a time when we see the resurgence of tensions that we thought had subsided, fundamental freedoms being chipped away, and whole communities forced to flee poverty and violence, at a time when demands based on identity and religion are stoking national and international discord, at a time when environmental hazards are materializing, UNESCO’s mission is more crucial than ever.

UNESCO must assert itself with ambition as the conscience of the United Nations, to return to the founding words of Leon Blum, it must fully assume the entire scope of its mission and reject any vision that limits its mandate.

It is through education, culture, the dissemination of science and sustainable development and the defence of humanist values that UNESCO can bring new life to the deepest and, in the long term, the surest mainsprings of the United Nations universalist project of peace and democracy.

UNESCO is this unique, legitimate place that affords well-intentioned men and women a space for dialogue, that is not shut off from the tensions in the world, but on the contrary, enables them to address those tensions without resorting to sterile, confrontational attitudes.

This ambition means change for UNESCO, both in the implementation of its missions and in its organization. UNESCO, as a forum for thought and operational organization, has its own primordial place in the United Nations system.

It is essential that it embody fully each of the roles assigned to it, throughout the world, determinedly and effectively, using new technological and conceptual tools, fostering a global approach so as to create synergies across all its fields of action.

Education as the stimulus of development and gender equality

Although school attendance worldwide has increased steadily in recent decades, progress has not been linear. Getting children into schools and combating illiteracy are still a priority for UNESCO, which must strengthen its action by targeting more closely areas that require specific assistance in structuring basic education.

Beyond primary education, the Organization has a global vision of education as a process accompanying citizens throughout their lives so that they may become fully engaged in a changing world. Sustainable Development Goal 4, adopted by the United Nations General Assembly in 2015, is to ensure inclusive and quality education for all and promote lifelong learning. As lead agency for SDG 4-Education 2030, UNESCO must now implement the four main aspects defined in May 2016.

Science and culture contribute through education to individual emancipation that enables us to combat obscurantism. Education is the key lever to combat isolationism and enable a genuine opening up to others. It helps us to understand and share knowledge and common values, based on respect for difference. That is why education will be my priority. This ambition must be restated, in particular in Africa, including through the support of the great networks that are also the strength of the Organization, namely the Associated Schools network and UNESCO Chairs, innovative ways of promoting international educational and academic cooperation.

Promotion of education must make full use of the opportunities afforded by the digital revolution. Accompanying the establishment of the infrastructure required by modern communications technology is indispensable in plans to support education.
Too many girls still do not have equal access to the secondary education they need to gain the autonomy to which all individuals aspire. And yet it has been shown over and again that raising the level of girls’ education is one of the most effective drivers of social progress and economic development, and it is my conviction as a woman that the road to parity is a road to progress for society as a whole.

**Re-estabishing cultural ambition for UNESCO**

Thanks to its expertise and the quality of its staff, UNESCO has asserted itself as the unopposed world authority in terms of culture. It is at the heart of international standard-setting in the field. These achievements must be maintained and strengthened. Synergies between the different conventions and programmes in the field of culture must be sought.

Culture, however, is often targeted by obscurantists, as it is what connects individuals, a factor of freedom, democracy and development.

Heritage, whether tangible or intangible, is one of the bases of the identity of peoples who have protected it for centuries. To destroy a work or a building of the past is to attack the culture and memory of peoples. From Timbuktu to Palmyra, from Bamiyan to Mosul, whenever a centuries-old work is destroyed, it is humanity itself that is under attack, in its history and its values. We must confront identity-based passions with the pacifyingvirtues of a world heritage conceived of as being the foundation of a memory shared among peoples in a spirit of tolerance and recognition of otherness and, further, to make of it the basis for a shared vision of the future.

UNESCO is a driving force in the protection and reconstruction of destroyed heritage, as in Bosnia and Herzegovina with the bridge in Mostar, in Cambodia, in Angkor. The Director-General, Irina Bokova, has been especially engaged in defending the heritage under threat, as in Mali for example. To continue the actions she has launched, such as #Unite4Heritage, this mobilization must be pursued relentlessly, in partnership with international and regional initiatives to find the means to protect cultural property and sites.

This will be the case, for instance, of the partnership with the International Alliance for Safeguarding Cultural Heritage in Conflict Zones (ALIPH), founded as a result of the international conference held in Abu Dhabi in December 2016.

The fight against trafficking, corollary to the protection of the heritage, and the fight against the financing of terrorism, must be reinforced by making international conventions more effective, by accompanying efforts to harmonize legislation and ensure cooperation between government authorities, and by strengthening a universalist global citizenship education to protect the heritage.

The other pitfall we must confront is the rampant standardization of cultures. UNESCO affirmed forcefully in its 2005 convention that cultural diversity is a defining characteristic of humanity, and that it should be preserved and promoted for the benefit of all. Diversity conveys tolerance, social justice and mutual respect between peoples and cultures.

The globalization of trade and the opening up of markets, together with the digital revolution, set unprecedented challenges in terms of access to culture, knowledge sharing, diversity and freedom of creativity, movement of works and fairness of trade. In ten years, we have gone from an age of rarity to an age of mass online access to cultural property. This has far-reaching consequences in terms of funding the creative industries. At the same time, other challenges have arisen, such as neutrality of access to information, and referencing of a diverse offering.

By adopting draft operational guidelines in 2016, UNESCO has acknowledged that diversity must also be preserved in the digital world. This is a new challenge to meet. I undertake to promote all mechanisms that foster the preservation of cultural diversity in the new media.
Making UNESCO a key player in sustainable development

In a world that is reaching its biophysical limits, science, technology and innovation play a crucial role in rising to economic, social and environmental challenges and improving the sustainable management of our natural resources. States today must respond to these challenges and more particularly to the danger to the climate and the environment, in partnership with civil society.

UNESCO plays a major role in the dissemination of tools to combat climate change and promote scientific research and exchanges, as shown by the Programme on Man and the Biosphere (MAB). It also protects natural sites abundant in biodiversity that is protected and valued by people.

Following the Paris Agreement on Climate Change of December 2015, the Organization can become further involved in the strategic question of sustainable development, as a key player.

As guarantor of independent scientific research conducted for the benefit of the general interest, UNESCO must also foster closer ties between research and public policies so that such policies might benefit further from advances in knowledge, in particular in the field of the social sciences, as reflected in the ambition of the MOST Programme. UNESCO must perform in full its mission of looking to the future and promoting scientific cooperation and education. Work in the field of ethics and bioethics must be continued; UNESCO is the forum for pooling scientific expertise in the matter.

UNESCO as an intellectual forum in the service of universal values

As the Organization bears the intellectual and moral force that led to its foundation at a time of post-war reconstruction, it must strengthen its ties with the great thinkers of our time, intellectuals, scientists, great artists, representatives of all cultures. They must act as the representatives of the universality of human thought and the progress of civilizations so as to convey their own values across borders. The role of the social and human sciences is essential in this respect, in order to better understand and appreciate the great changes in societies, past and present. UNESCO must also rely on the dynamism and creativity of civil society as well as of other agencies in the United States system.

Everywhere in the world, UNESCO defends freedom of expression. The safety of journalists is in this respect a key objective incumbent upon it. The new digital media must also be in the service of this ambition so as to expand its audience.

Lastly, UNESCO is the organization of dialogue between peoples, and not an echo chamber for quarrelling States. It is a place for debate and reflection on the major issues of our time, the House of dialogue where the people who make a difference in science, education, culture and communication can exchange ideas in an atmosphere of mutual respect, around shared fundamental values. Conflict prevention must always be a priority so as to avoid stalemates.

Making UNESCO more effective to the benefit of all

The crucial challenges we must all face together require the Organization to act faster, with a clear, comprehensible and effective method of governance. That is why efforts must be continued to make it more present in the field, as close as possible to States and communities, in particular through the continuation of the field office reform.

It is for the Director-General, on the basis of the will of the States, to implement the guidance arising therefrom by finding the necessary consensus and by setting goals that might be identified and evaluated taking into account the realities of the budget.

The Organization must reaffirm its universal nature, which means the participation of each, according to their means, in the funding of programmes. The Director-General must continue to
work indefatigably to seek financing, whether it be from States, so that they enhance their responsibility in terms of international solidarity, or through the introduction of new forms of financing. Cooperation with local authorities, scientific and cultural institutions, foundations and major museums must be institutionalized and reinforced. Greater visibility of available funds must be sought in the framework of structured financing dialogue so as to better allocate extrabudgetary resources in priority programmes.

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This is, in a few lines, the ambition upheld by this candidature, which rests on the idea that more than ever, UNESCO has a major role to play in the world of today and of tomorrow.