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Educational, Scientific
and Cultural Organization

Organisation
des Nations Unies
pour l'éducation,
la science et la culture

Organización
de las Naciones Unidas
para la Educación,
la Ciencia y la Cultura

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DRAFT PROGRAMME AND BUDGET FOR 2024-2025 (42 C/5)

OUTLINE

Background: This document is submitted in accordance with 217 EX/Decision 15 of the Executive Board.

Purpose: This document presents for its adoption the Budget proposal for the second biennium of the quadrennial programmatic framework adopted for 2022-2025 (Approved 41 C/5) to be implemented by the Organization in 2024-2025. It is composed of two volumes: Volume 1 Draft Resolutions and Volume 2 Draft Programme and Budget – Second biennium 2024-2025.



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DRAFT PROGRAMME AND BUDGET (42 C/5)

SUMMARY

This revised Draft Programme and Budget (42 C/5) is presented in accordance with 216 EX/Decision 17 and also takes into account the budgetary and corresponding programmatic impact of the enlarged membership of the Organization.

Decision required: page 213.



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EXECUTIVE SUMMARY

1. The revised Draft 42 C/5 presents UNESCO's strategic orientations for the period 2024-2025.

I. A new compact for accelerating progress in a world in crisis

2. As the international community is poised to meet in New York at the SDG Summit - the half-way point to the deadline set for achieving the 2030 Agenda and the Sustainable Development Goals - the world is significantly off-track to achieving its blueprint for a better future. Progress on more than 50% of SDG targets is weak and insufficient; on 30%, it has stalled or gone into reverse.

3. Hard-earned gains over the past decade have been put further into jeopardy by today's multiple and interlocking crises. Climate change and biodiversity loss, conflicts and the lingering effects of the COVID-19 pandemic have weakened countries' abilities to respond and have highlighted gaps in our individual and collective response mechanisms. It is the world's poorest and most vulnerable who are on the frontlines of these crises, with the SDGs for more than half of the world's population little more than an unattainable dream.

4. At the same time, as countries are struggling to make progress on the SDGs, we are witnessing large societal transformations, spurred by an unprecedented technological and digital revolution. This Fourth Industrial Revolution (4IR) provides countries with many opportunities for leapfrogging progress – from digital cash transfers to web-based early warning systems – but also comes with challenges, including widening disparities in skills and knowledge, unequal access to the underlying soft and hardware, as well as ethical questions on where to draw the boundaries on the use of these new technologies.

5. As we cross the SDG half-way mark in these troubled times, UNESCO is committed to re-doubling its efforts to provide its Member States with the platforms, tools, knowledge and ideas to make meaningful strides towards the SDG deadline. UNESCO's mandate is at the heart of achieving faster progress for SDGs transitions. It provides potent levers for progress from the power of education to transform lives to the promise of science to find solutions for the global challenges of our times; from the dynamism of culture to mobilize and drive change to the fundamental need for open and free knowledge societies.

6. While the revised Draft 42 C/5 proposal will build on the achievements of the first biennium of the Programme and Budget for 2022-2025, it also presents a window of opportunity for Member States to accelerate, scale up and inject our actions with renewed dynamism and drive for results. It is a compact between the Organization and its Membership to ensure that change remains possible, that backsliding is not inevitable and that we can keep the promise of the SDGs alive, especially in times of crisis.

II. Lifting our ambition to meet the demands of our times.

7. At a time when the world is confronting existential global challenges, international cooperation, solidarity and shared solutions are needed more than ever. UNESCO's mandate, technical expertise and convening power are powerful tools in the global multilateral toolkit. The revised Draft 42 C/5, with its enlarged membership, provides renewed impetus for a reinvigorated and inclusive multilateralism to address four of today's defining global challenges, as outlined in our Medium-term Strategy (2022-2029): the quest for quality equitable and inclusive education, sustainable societies and protecting the environment, social cohesion, and fostering technology in the service of humankind.

8. Finding shared solutions to today's global challenges and unblocking progress on the SDGs will require more than just "doing more of the same"; it will require us to think and act differently.

9. To this end, the proposed reinforcements under the revised Draft 42 C/5 are targeted to enable us to increase the scale and depth of our impact across all major programmes by creating greater synergies between our areas of expertise; by using our large and diverse ecosystem of assets as laboratories of change; by allowing us to experiment and innovate together with countries to find new SDG pathways; by leveraging the power of partnerships and the strength of various stakeholders for greater impact; and by providing us with the means necessary to achieve these objectives

10. The proposed reinforcements of our programmes are targeted to maximize our impact through:

- **Greater support to countries to ensure that global commitments, norms and standards translate into real changes in peoples' lives.** For example, we will strengthen our support to countries as they monitor and implement national commitments made at the Transforming Education Summit (TES), as part of SDG 4 acceleration efforts. This will also be a key focus of follow-up to the TES global initiatives, such as the Greening Education Partnership which has already yielded impressive commitments at national level. We will also strengthen concrete support to Member States to put thematic priorities identified in the MONDIACULT 2022 Declaration into actions, such as supporting cultural rights, leveraging digital technologies and addressing the impact of artificial intelligence in the culture sector, fostering culture and arts education, enabling a sustainable economic ecosystem for culture, protecting and promoting culture in the face of climate disruption and protecting artists and culture at risk. As the UN lead agency for the implementation of the International Decade of Sciences for Sustainable Development 2024-2033, we will leverage our long-standing function as convener for international cooperation in science, technology and innovation to galvanize action for adequate financing and capacity-building for sciences for sustainable development. This will help increase access to and participation in science and scientific knowledge production, in line with the 2021 UNESCO Recommendation on Open Science. We will also accelerate our efforts to implement the Recommendation on the Ethics of Artificial Intelligence. Building on the Internet for Trust initiative, we will work with stakeholders across the world to operationalize the Guidelines for Regulating Digital Platforms and support their application.
- **An expanded package of support to countries for crisis preparedness, response and reconstruction across our mandated areas.** For example, we will expand efforts to ensure that inclusive and equitable quality education remains a priority in situations of emergency and crisis. Work will be strengthened to fully integrate culture into emergency preparedness and response and support will be scaled up through the Heritage Emergency Fund. We will also expand capacity building of media in emergencies, ensuring freedom of expression and access to verified, pluralistic and independent information, including by guaranteeing the safety of journalists and other media workers. Internet of Things and low-cost sensors will be applied to incorporate assessments of climate uncertainties, such as drought risk, into long-term water planning. Observations of Essential Ocean Variables across physics, biogeochemistry, biology, ecology, and human impacts will be expanded to provide data that is critical for carbon budgets and management, forecasting of tropical cyclones, marine heat waves and storm surges, marine biodiversity management and community needs.
- **Reinforced support to countries to leverage the benefits of digital transformation for positive change across our mandated areas and manage its associated challenges.** For example, we will support an additional 33% of Member States in navigating digital transformations, by providing policy advice for inclusive and multistakeholder-driven digital governance and enhancing the capacities of governments to assess their Internet development and implement digital transformation and digital governance initiatives. We will also reinforce our support to national education systems to

better leverage digital transformations to improve learning. We will be able to support more countries to develop comprehensive and innovative policies around ICTs in education and support the training of teachers to better master remote and hybrid teaching and to develop quality digital learning content. Building on UNESCO's 2021 Recommendation on the Ethics of Artificial Intelligence and the 2019 Beijing Consensus on Artificial Intelligence in Education, UNESCO will work with governments to better regulate Generative AI and establish policy frameworks for its ethical use in education and research. We will also be able to bring 10 more Member States into the Women and AI flagship initiative and strengthen the capacities of an additional 15 Member States in developing AI strategies, regulatory frameworks, and institutional arrangements. Further, we will also reinforce our action to promote media and information literacy and digital competencies to empower citizens of all ages to adopt a critical mindset when engaging with information, digital technologies, and media. Youth organizations, media and platforms benefiting from UNESCO's support will be increased by 56%, notably in Africa.

- **A more deliberate use of our unique ecosystem of assets to experiment, learn and drive change from the bottom up.** For example, we will use our designated sites (from Biosphere Reserves, UNESCO Global Geoparks, World Heritage sites, the Global Network of Water Museums, to ecohydrology demonstration sites and other marine and coastal protected areas) as living laboratories and learning hubs for sustainable development, and drivers of environmental and climate action. Similarly, we will use our biosphere reserves as pilots for the introduction of methodologies for climate action through Open and Citizen Science and Youth Empowerment. These will be tested and validated by pilot biosphere reserves with low-cost, low-power technologies, such as Tiny Machine Learning. Through the UNESCO Chairs and UNITWIN Networks, we will leverage the transformative power of education to strengthen research cooperation across borders and contribute towards the African Union's Theme of the Year 2024, devoted to education.
- **Mobilizing the power of partnerships for change.** For example, building on our roles as UN lead or co-lead of major UN decades, we will mobilize diverse partners to contribute multi-dimensional solutions to issues, such as oceans and biodiversity management, environmental sustainability and climate, notably in the context of the UN decades on Ocean Science for Sustainable Development (2021-2030), Ecosystem Restoration (2021-2030), Indigenous Languages (2022-2032) and Sciences for Sustainable Development (2024-2033). A new Blue Wisdom initiative will foster knowledge exchanges among policymakers, practitioners, scientists and local and indigenous knowledge-holders to facilitate the integration of local and indigenous knowledge in ocean and water conservation. The Dynamic Coalition for Digital Capacity Building, launched at the World Summit on the Information Society Forum 2023, will support countries in their digital transformation through exchanges within a network of digital leaders worldwide. In addition, we have established an African Site Managers' Network (ASMN) across our World Heritage Sites, which will allow us to reinforce cooperation and accelerate action to increase the representation of Africa on the World Heritage List and enhance protection and management towards achieving the desired state of conservation for sites on the List of World Heritage in Danger, leading to their removal from this List.

Revising the Draft 42 C/5 budget based on an enlarged membership.

11. The revision of the Draft 42 C/5 budget has been guided by two overarching imperatives: (a) the need to revise the budget ceiling given the return to an assessment base of 194 Member States (due to the United States of America re-joining the Organization), and (b) a commitment to significantly strengthen UNESCO's programmatic support to Member States in times of existential global challenges.

12. To this end, the Organization presents a revised regular budget ceiling to its Membership of \$685.4 million. To put the proposal into context, the budget ceiling, with a similar membership composition, under the 35 C/5 was pegged at \$653 million 10 years ago. The proposed ceiling for the revised Draft 42 C/5 is a solid step in the right direction, but – adjusting for inflationary pressures – still remains significantly below the ceiling of 10 years ago.

13. The revised budget ceiling is presented on the basis that Member States continue to be assessed at the levels under the 41 C/5. The United States' additional contribution would represent 22% (\$150.8 million) of the total budget ceiling.

14. It is proposed that the additional contribution of \$150.8 million, which is in addition to the \$534.6 million set out under the 41 C/5 as approved, be allocated under the revised Draft 42 C/5 as follows:

- (a) Proposals made in the Draft 42 C/5 Base Case scenario.
- (b) Requests made by the Executive Board at its 216th session (see below).
- (c) Strategic programmatic and operational reinforcements to enable the Organization to significantly strengthen its support to Member States (see below).

15. As a result, these allocations have been made **with a 77.3% increase to programme and programme-related services and a HQ to field ratio of 37/63** (of the overall Regular Budget).

16. Given the change in planning parameters, the originally presented budget scenarios have been replaced by the proposed revised Draft 42 C/5 budget.

17. The revised budget ceiling is projected to also have a positive impact on the ability of the Organization to mobilize voluntary contributions (VC), with a projected 23% increase in total VC, including resources already mobilized for the next biennium, compared to the 41 C/5. VC projections vary across sectors and are based on several planning assumptions, including soft and hard pipeline projections, multi-year commitments, donor priorities and the level of ambition in the revised Draft 42 C/5.

Table 1: Revised Draft 42 C/5 by source of funds

Table 1. Revised Draft 42 C/5 by source of funds

Source of Fund in USD million	Approved 41 C/5	Revised Draft 42 C/5	Variation	Draft 42 C/5 Base Case
Assessed Contribution, including Capital Expenditure and Miollis Renovation	534.6	685.4	28.2%	586.7
Revenue Generating Funds/OPF	79.9	113.1	41.6%	105.1
<i>Management Cost Account (VC portion)</i>	41.7	56.1	34.7%	49.3
<i>Other proprietary funds</i>	38.2	57.0	49.2%	55.8
Voluntary Contributions	886.0	1,089.7	23.0%	1,065.9
Total Programme Budget	1,500.5	1,888.3	25.8%	1,757.7
Total offsetting	(52.8)	(83.8)		(78.9)
Total Integrated Budget Framework	1,447.7	1,804.4	24.6%	1,678.8

Responding to Member State decisions taken at the 216th session of the Executive Board

18. At the 216th session of the Executive Board (May 2023), Member States adopted a number of decisions, recommending to the General Conference that the Organization reinforce its programmatic and operational capacities in key areas in the next biennium. Responding to these requests, the revised Draft 42 C/5 puts forward the following provisions:

- (1) To ensure “sufficient and dedicated staff capacity for Human Resources Management as recommended by the Division of Internal Oversight Services in document 216 EX/13” (216 EX/Decision 17), dedicated human resources officer positions would be created in

three multisectoral regional offices (Bangkok, Beirut, and Dakar) to support a more decentralized human resources (HR) structure and build up HR expertise and capacities in the regions. In addition, the HRM Bureau is envisaged to be reorganized to better support and ensure the effective implementation of the HR strategy 2023-2027.

- (2) To ensure “sufficient and dedicated staff capacity [...] to properly monitor and respond to field office needs as expressed in paragraphs 23-25 of document 216 EX/25” (216 EX/Decision 17), the revised Draft 42 C/5 includes provisions to strengthen programme oversight mechanisms both at Headquarters and field level. This includes a strengthened field coordination unit (through additional staff resources) and additional programme management and operational capacities in regional and field offices to strengthen procurement processes, vendor management and fraud awareness and prevention. In addition, field offices will receive dedicated support to enhance programme development and better respond to national priorities within the areas of UNESCO's mandate.
- (3) To ensure that UNESCO's Intergovernmental Oceanographic Commission has “adequate and equitable human and financial resources across all UNESCO-IOC functions” (216 EX/Decision 44), the share of the IOC budget of the total RP budget has been increased from 2.1% to 3.1%, which responds to the recommendation to the General Conference by the Executive Board, and the IOC Assembly. Compared to the IOC's budget under the 41 C/5, this increase translates into an 87% increase of the IOC regular budget.
- (4) As recommended by the Executive Board to the General Conference (216 EX/Decision 5.1.A), provisions have also been made in the revised Draft 42 C/5 budget to address the budgetary implications of the new UNESCO Category 1 Institute in Shanghai, China.

19. Member States had also requested the Director-General “to reflect the impact of increasing the After-Service Health Insurance (ASHI) charge to 4% of salary cost for all sources of funding, within the budget ceilings of the two proposed scenarios contained in document 216 EX/17”. In view of the evolution of events and given that parallel discussions are still to take place in the Executive Board on the subject of ASHI funding, this increase in the ASHI charge has not been reflected in the revised Draft 42 C/5 proposal at this time. If Member States confirm in the course of the Executive Board discussion that they would be willing to target building up this ASHI reserve as proposed, the source of funding (to be recommended to the General Conference for its consideration and approval in 2025) could be confirmed at the spring 2024 session of the Executive Board.

Reinforcing UNESCO's field presence to provide more responsive support to Member States

20. UNESCO's field offices provide a crucial link between the Organization's global network of expertise and knowledge, and the concrete needs of its Member States on the ground. They ensure that UNESCO's norms and standard-setting role finds application in real changes on the ground. As evaluations have shown, our field presence has been uneven, with gaps in expertise, programme implementation and oversight. Under the revised Draft 42 C/5, we propose to address these shortcomings, further reinforcing our country profiles in line with the field reform agenda.

21. A number of strategic considerations have been applied to guide the reorganization of the field structure: (a) addressing gaps between the current and targeted structure of offices, (b) matching the expertise required with the size and complexity of the programme portfolio, (c) use of clustering in regional offices to maximize impact across multiple countries, and (d) filling legacy gaps by under-represented programme sectors across regions.

22. As a result therefore, in comparison to the 41 C/5 budget, we are proposing to increase our staffing in the field by 60 field positions under the revised proposal, minimising the gap between the

optimum structure (as presented in documents 215EX/5.III.A and 216EX/5.II.D) and the actual structure, while responding to our Global Priority Africa and our priority group SIDS.

23. Specifically, field reinforcements would serve the following programmatic objectives:

- (1) Further decentralize capacities for programme design, coordination and implementation to the field to bring them closer to the needs of partner countries. To this end, field offices would be strengthened with a net creation of 34 posts across programme design and implementation. This would include 5 new positions for Education (ED), 5 for Natural Sciences (SC), 4 for the Intergovernmental Oceanographic Commission (IOC), 12 for Social and Human Sciences (SHS), 5 for Culture (CLT) and 1 for Communication and Information (CI). This includes two positions to be created to head the National Office in Apia and the Kyiv Desk.
- (2) Ensure that our programme delivery is accompanied by strengthened administrative and financial management capacities in our field offices, in line with UN agency standards. To this end, we are proposing to field 16 staff in key areas identified as requiring reinforcements by IOS evaluations, such as budget and financial management (in Almaty, Bangkok, Beirut, Dakar, Harare, Nairobi, Santiago, Suva and Yaoundé), and contracting and procurement (in Bangkok, Dakar, Nairobi, and Santiago).
- (3) Increase our capacity to pro-actively engage in UN regional coordination activities and better seize opportunities for joint planning and programming in line with the UN reform objectives. To this end, we would be establishing five UN coordination posts in our designated multisectoral regional offices in Bangkok, Beirut, 2 in Dakar (one covering West and Central Africa, and one East and Southern Africa), and Santiago. In addition, we are proposing to establish a coordination position in Cairo (Egypt) to enhance coordination with the Arab League and regional organizations.
- (4) Increase capacities of field offices and liaison offices for partnerships and resource mobilization. The Brussels and New York Liaison Offices would be reinforced with dedicated partnerships positions, as these locations have significant potential to strategically position the Organization as a key partner for new opportunities and mobilize resources in support of UNESCO programmes in the field. In addition, field locations would receive enhanced support, capacity-building and dedicated resources for programme development and partnerships.
- (5) Strengthen our communication and public engagement capacities. A new senior communication Officer in Nairobi is proposed to enhance communication capacities in the region, increasing the communication of impact stories for programmes and enhancing corporate partnerships with major news outlets on the continent for more systematic coverage of our actions. In addition, a communication officer in New York would strengthen partnerships with global communication firms and strengthen positioning of UNESCO's communication within the UN landscape.

24. To further strengthen field offices' capacities during the implementation of specific projects, we propose the creation of 29 limited-duration Project Appointments (PAs) across regions, funded out of the contributions from the Special Account to be established for the use of the 2023 contribution of the United States of America.

Table 2: Reinforcing field capacities in support of Member States

	Net additional posts	Africa	Arab States	Asia and the Pacific	Latin America and the Caribbean	Europe and North America
Programme design and implementation	34	10	5	9	6	4
Programme implementation support	16	8	2	3	3	
Coordination with UN and other entities	6	2	2	1	1	
Partnerships and resource mobilization	2					2
Communication and public engagement	2	1				1
Total	60	21	9	13	10	7

25. While the main focus of post creation is on the field, we are also proposing a net creation of 29 posts in Headquarters to strengthen the Organization's strategic leadership at a critical time, provide enhanced programme oversight and support to our field network and strengthen our services to Member States so that they can effectively exercise their governing roles. The proposed post creations will include: 11 posts to advance the role and contributions of major programmes, 12 for programme-related services, 4 for governing bodies and direction, and 2 for administration and management support.

Sharpened commitment to the mainstreaming of Global Priorities Africa and Gender Equality, and Priority Groups, SIDS and Youth

Global Priority Africa

26. The revised Draft 42 C/5 also includes a strong commitment to further operationalizing our Global Priorities. To this end, Global Priority Africa would see a larger share of allocation under the revised Draft 42 C/5 budget, increasing from 24 per cent of the IBF budget under the previous 41 C/5 to now 27%. This would signify an increase of more than \$120 million in allocation. In addition, Africa would see the largest decentralization of field staff by the major programmes.

Table 3: Global Priority Africa

in USD '000	Global Priority Africa (IBF)			
	Approved 41 C/5		Revised Draft 42 C/5	
Education	145 996	28%	204 574	30%
Natural Sciences	36 762	22%	50 316	29%
Intergovernmental Oceanographic Commission	7 051	22%	12 735	26%
Social and human sciences	9 769	16%	25 737	28%
Culture	45 031	18%	59 399	20%
Communication and Information	14 231	23%	24 235	25%
Coordination and Monitoring of action to benefit Africa	3 277	100%	6 927	100%
Total/ Percentage of Part II.A Programmes	262 117	24%	383 924	27%
Percentage within total Integrated budget		18%		21%

27. From a programmatic perspective, implementation of Flagship programmes under the Operational Strategy for Global Priority Africa would be further scaled up compared to the Base Case proposal, notably the General History of Africa (Flagship 2), Fostering Cultural Heritage and Capacity Development (Flagship 3) and Emerging Technologies in Africa (Flagship 4). Regarding the latter, UNESCO would support Africa in harnessing communication and information for sustainable

development and reinforce institutional capacities in Africa to implement the Recommendation on the Ethics of Artificial Intelligence and for digital skills.

28. The Organization would also strengthen its work on Flagship 1 (Campus Africa), increasing cooperation among higher education institutions on the continent, facilitating collaborative research and peer learning with a special focus on young women researchers and providing policy advice and technical support to improve access, promote academic mobility and strengthen quality assurance systems. Work on the Routes of Enslaved Peoples, hate speech, racism and discrimination are also being enhanced. Access to open science, including capacity building, and documentation of African knowledge for climate change and coping strategies, as well as human-rights based science, technology and innovation systems are being reinforced (Flagship 5).

Table 4: Flagship Programmes¹

in USD '000	Draft 42 C/5 Base Case	Revised Draft 42 C/5
Flagship Programme 1	15 210	15 320
Flagship Programme 2	7 075	9 228
Flagship Programme 3	22 344	24 507
Flagship Programme 4	2 790	4 746
Flagship Programme 5	38 220	40 313
Total	85 639	94 115

Note: The figures presented in the table above differ from document 216 EX/17 for the Base Case scenario, due to a technical adjustment in the calculation of the allocation.

Global Priority Gender Equality

29. All forms of discrimination based on gender are violations of human rights, as well as a significant barrier to the achievement of the 2030 Agenda and the SDGs. Knowledge, values, attitudes and skills to tackle gender disparities are a precondition to building a sustainable future. The revised Draft 42 C/5 provides an important opportunity to strengthen Global Priority Gender Equality, and to address current weaknesses in our programming.

30. To this end, we are proposing to increase the allocation for gender equality work from 16% under the 41 C/5 to now 19%. In real terms, this means \$106.4 million more in programme resources for gender equality in the next biennium. This would be complemented by a reinforcement of our strategic capacities for gender equality at Headquarters to support sectors with policy advice, intersectoral coordination services, monitoring and knowledge production, capacity development, communication and advocacy actions.

31. With reinforced resources, UNESCO would also be able to better respond to new trends, such as the backlash against the right of women and girls to go to school or the rise of online gendered disinformation, technology facilitated gender-based violence and new forms of gender bias and stereotypes resulting from AI and generative AI. We would also work more with partners to empower women and girls as agents of change in underexplored areas, such as biodiversity reserves, oceans and water management, natural and world heritage sites and in our priority group SIDS. We would also support an inclusive version of history, living heritage and heritage documentation. Additionally, given the fragility of the global context and the disproportionate impact of conflict on women and girls,

¹ Flagship Programmes include Flagship Programme 1: Campus Africa: Reinforcing Higher Education in Africa; Flagship Programme 2: The General History of Africa (GHA) as a catalyst for achieving Agenda 2063 and the 2030 Agenda; Flagship Programme 3: Fostering cultural heritage and capacity development; Flagship Programme 4: Harnessing new and emerging technologies for sustainable development in Africa, including through the implementation of the recommendation on the ethics of artificial intelligence; Flagship Programme 5: Enhance open science, reinforce capacity building in Basic and Applied Sciences and Scientific Research to strengthen innovation and technology development and use in Ocean Science, climate change resilience and water resource management in Africa.

UNESCO would deepen gender dimensions in all its interventions during crises, emergencies, and early recovery periods.

Table 5: Global Priority Gender Equality

in USD '000	Global Priority Gender Equality (IBF)			
	Approved 41 C/5		Revised Draft 42 C/5	
Education	77 175	15%	115 186	17%
Natural Sciences	22 770	14%	26 117	15%
Intergovernmental Oceanographic Commission	3 803	12%	5 914	12%
Social and human sciences	14 610	25%	28 849	32%
Culture	17 364	7%	38 541	13%
Communication and Information	32 905	54%	57 200	58%
Coordination and monitoring of action to implement Priority Gender Equality	1 948	100%	5 101	100%
Total/ Percentage of Part II.A Programmes	170 575	16%	276 907	19%
Percentage within total Integrated budget		12%		15%

Priority Group SIDS

32. On the frontlines of climate disruptions, small island developing States (SIDS) are facing severe multidimensional vulnerabilities but also provide inspiring examples of resilience and adaptation. In line with UNESCO's new Operational Strategy for SIDS (2023-2029), we have been working closely with SIDS Member States to finalize a set of SIDS Accelerators – backed up by a partnership and resource mobilization plan – to ensure that this priority group can most effectively benefit from UNESCO expertise across its mandated areas. To this end, programme sectors would under the revised budget proposal increase their allocations compared to planned expenditures under the 41 C/5 from 4% to now 6%, which signifies a \$47.1 million increase in real terms. This would be complemented by increased efforts for the mobilization of additional voluntary resources.

33. In addition, we would be increasing our field presence in SIDS, through the creation of a country office in Apia and a regional multi-country office in Suva as well as through reinforced programme and operational capacities in Dakar, Havana, Jakarta, Kingston, Nairobi, Port-au-Prince, Port Moresby, and Yaoundé. This would be complemented by strengthened coordination capacities for our work with SIDS in Headquarters.

34. Aligned with the new SIDS strategy and its accelerators, these enhancements would, for example, allow us to make a more substantial contribution on the ground to advancing climate and environmental action through education for sustainable development; enhancing sustainable ocean knowledge, spatial planning and water management; protecting and promoting culture; supporting crisis preparedness and response and disaster risk reduction; harnessing digital technologies for education and sustainable development and promoting peaceful and inclusive societies building on the meaningful engagement of youth. In addition, it would position us well for a strong contribution to the implementation of a new Programme of Action for SIDS to be adopted in Antigua and Barbuda in 2024, and of the new multidimensional vulnerability index.

Table 6: Priority Group SIDS

in USD '000	Small Islands Developing States (IBF)			
	Planned Expenditure 41 C/5 - for reference only		Revised Draft 42 C/5	
Education	4 969	1%	33 474	5%
Natural Sciences	10 778	6%	15 441	9%
Intergovernmental Oceanographic Commission	6 413	20%	9 759	20%
Social and human sciences	2 744	5%	5 949	7%
Culture	8 980	4%	15 649	5%
Communication and Information	4 977	8%	5 734	6%
Total/ Percentage of Part II.A Programmes	38 861	4%	86 006	6%
Percentage within total Integrated budget		3%		5%

Note: "Planned Expenditure" under the 41 C/5 has been reported under the C/5 Implementation Report but was not fully integrated into the approved 41 C/5 as a budgeted target.

Priority Group Youth

35. Our work on engaging youth across all major programmes would remain at 12% compared to planned expenditures during the 41 C/5 but would in real terms increase by \$53.7 million. In addition, we are proposing to reinforce UNESCO's global coordination and monitoring function for the youth priority in Headquarters.

36. Meaningful engagement by youth in UNESCO programmes is foreseen to strengthen follow-up to the Transforming Education Summit, reinforce the MAB Programme, promote leadership for climate disruption action, engage youth as social researchers and in sports, and ensure that they benefit from and heed the risks of artificial intelligence. Work on youth entrepreneurship and participation in culture and creative industries would also be strengthened. Youth organizations would receive enhanced support to integrate media and information literacy and digital competencies in their operations.

Table 7: Priority Group Youth

in USD '000	Youth (IBF)			
	Planned Expenditure 41 C/5 non-staff cost for reference only		Revised Draft 42 C/5	
Education	74 174	14%	103 013	15%
Natural Sciences	9 485	6%	8 081	5%
Intergovernmental Oceanographic Commission	1 608	5%	2 719	6%
Social and human sciences	4 584	8%	22 476	25%
Culture	39 512	16%	41 422	14%
Communication and Information	3 034	5%	8 434	9%
Total/ Percentage of Part II.A Programmes	132 397	12%	186 145	12%
Percentage within total Integrated budget		9%		10%

Note: "Planned Expenditure" under the 41 C/5 has been reported under the C/5 Implementation Report but was not fully integrated into the Approved 41 C/5 as a budgeted target. In addition, the planned expenditure under the 41 C/5 only shows non-staff costs, while the revised Draft 42 C/5 includes both staff and non-staff budget.

Better resourced Intersectoral Programmes to address complex challenges.

37. UNESCO's multisectoral mandate offers a powerful tool for more integrated development solutions that bring the expertise of different sectors together to better target the complexities of today's challenges. The implementation of the 41 C/5 has generated useful lessons on how to further strengthen such intersectoral approaches across our mandated areas. The allocation of dedicated

resources by programme sectors to Intersectoral Programmes (IP) has proven, for example, critical in providing seed funding and thus enabling programmes to demonstrate early results. This in turn helps mobilize new partners and additional voluntary contributions.

38. Under the revised Draft 42 C/5, all major programmes would be allocating dedicated resources to Intersectoral Programmes. This would be the first time that we would be able to allocate dedicated resources to these important drivers of change. Further details are provided under the relevant section of the document (Part II.A).

Table 8. Resources Allocated to Intersectoral Programmes²

in USD '000	Breakdown by source of funds - Revised Draft 42 C/5		
	Regular Budget	Voluntary Contributions	TOTAL
1.IP1	2 287	2 022	4 309
3.IP2	1 776	1 191	2 967
5.IP3	1 036	3 440	4 476
8.IP4	1 638	561	2 200
9.IP5	719	2 894	3 613
Total Intersectoral Programmes	7 456	10 108	17 564

Leveraging partnerships and outreach for resource mobilization, joint work and collective impact

39. Under the revised Draft 42 C/5, we propose to continue deepening and diversifying partnerships, leveraging both financial and non-financial, public and private resources in support of UNESCO's strategic objectives, including financial support, advocacy, access and outreach, expertise and data, implementation support or in-kind contributions.

40. Despite a challenging global context for resource mobilization, a high level of ambition for partnerships would be maintained and expanded, building on the positive results obtained in the last two biennia. It is expected that \$1,090 million VC would be available to support implementation of the 42 C/5, of which \$761.9 million is expected to be mobilized during the biennium. A major objective would also be to enhance the quality of contributions received with more flexible, predictable and sustainable funding at scale.

41. This would be achieved through more coordinated and proactive partner engagement, with clear partner visibility strategies. Bringing our programming and partnerships work closer together would be instrumental in strengthening linkages between results and resources. In addition, building on positive experiences in the past biennia and by leveraging the Organization's convening role and unique expertise, we would continue to support multistakeholder approaches aiming at multiplying the Organization's impact.

42. This would include increased financial allocations to support UNESCO category 1 institutes in the next biennium, to help mobilize partnerships for capacity-building and cooperation, notably in the areas of educational planning and curriculum development, literacy, and research.

² Intersectoral Programmes include: 1.IP1 Member states capacities strengthened to enhance the quality of education, nurture creativity and promote respect for cultural diversity; 3.IP2 Environmental education strengthened to equip learners to address global environmental challenges; 5.IP3 Member States capacities and awareness are strengthened to protect, safeguard and promote Indigenous knowledge, cultures, and language through inclusive policies and targeted action; 8.IP4 National capacities strengthened to empower learners of all ages, women and men, with digital competencies and Media and Information Literacy skills; 9.IP5 Institutional capacities strengthened for harnessing the benefits of artificial intelligence in all areas of UNESCO's competence, while addressing the ethical challenges of ensuring the use of digital technologies to promote, protect and fulfil human rights and fundamental freedoms,

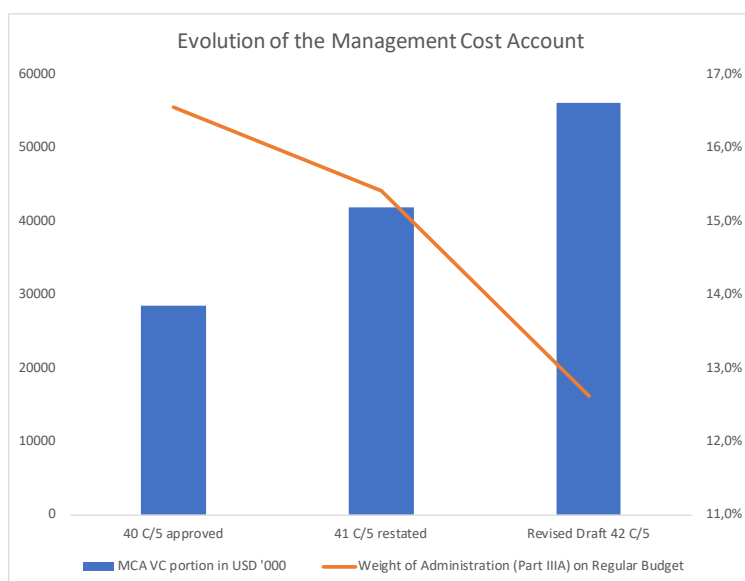
Table 9. Category 1 Institutes

in USD '000	Financial Allocation 41 C/5 (RB)	Financial Allocation Revised Draft 42 C/5 (RB)	% increase RB
IBE	4 048	4 670	15%
IESALC	1 733	1 999	15%
IICBA	1 981	2 285	15%
IIEP	4 280	4 938	15%
IISTEM	-	680	-
IITE	718	828	15%
MGIEP	493	556	13%
UIL	1 567	1 808	15%
MP.I Education Sub-Total	14 820	17 764	20%
ICTP	909	1 465	61%
MP.II Natural Sciences Sub-Total	909	1 465	61%
UIS	8 450	12 281	45%
Grand Total Category I Institutes	24 179	31 510	30%

Fully embedding cost-effective methods of work and efficiency measures to address the impact of inflationary pressures.

43. Given the current global financial context, we have made great efforts to look at every aspect of our costs (such as Headquarters utility costs, reduction of travel costs, increase of remote meetings, etc.) aided by the introduction of a new planning system, which allows a more rigorous approach to budget preparation.

44. The Organization has also looked very carefully at the possibilities to continue to shift administrative costs to the Management Cost Account (MCA), reflecting the increased expenditure incurred from voluntary contributions within the overall Integrated Budget Framework over the past years.



Providing long-term financial planning-related measures and incorporating technical changes in the budget assumptions.

45. To address the long-term funding needs for capital expenditures, primarily buildings at Headquarters, assessed contributions for a further amount of \$23.3 million are proposed to be included to cover: (i) the first of five biennial contributions to build up the Capital and Strategic Investment (CSI) Special Account to finance UNESCO's capital expenditures and strategic initiatives as set out in the policy approved for the use of the CSI, in the amount of \$18.9 million; and (ii) \$4.3 million to fund the approved budget increase of the Miollis building renovation project, as recommended by the Headquarters Committee (HQC). It is highlighted that the Draft 42 C/5 Base Case scenario proposal presented at the 216th Executive Board session included \$2.1 million (€2 million equivalent) for funding the Miollis project. At the request of the Headquarters Committee (213 COM/SIEGE/Decisions, taken in June 2023), the full amount of the €4 million budget increase has now been included in the revised Draft 42 C/5 proposal (\$4.3 million equivalent).

46. As set out in the previous version of the Draft 42 C/5, the rate of exchange of the Euro to the US dollar has evolved significantly between the time the 41 C/5 and the Draft 42 C/5 were prepared. Annex X provides the technical explanations and implications of this change. It should be noted that further changes have had to be reflected in the rate of exchange between the Euro and the US dollar between November 2022, when the planning initially took place, and July 2023, when the revised Draft 42 C/5 was prepared. This adjustment is reflected in the revised Draft 42 C/5, where the budget rate of \$1 equal to €0.913 has been applied. The percentage split between the Euro and US dollar amounts is now the same as it was for the 41 C/5 at 47% Euro and 53% US dollar.

III. Presentation of the Draft revised budget

47. The Draft revised budget proposal is presented in an Integrated Budget framework (IBF), setting out the resources required for the implementation of the second biennium of the 2022-2025 quadrennium for all sources of funds. The table below presents a comparison of the revised Draft 42 C/5 with the 41 C/5 regular budget. The narratives and the tables in the detailed presentation of each appropriation line (major programmes, bureaux chapters) include the proposed IBF budget with respect to (i) all figures (outputs, global priorities, priority groups); and (ii) revised programmatic targets, highlighting the additional results to be achieved.

48. The proposed Regular Budget ceiling of \$685.4 million builds programmatically on the Base Case scenario put forward under the Director-General's initial proposal. Financially, it takes account of the expectation of Member States to maintain their respective contributions, as far as possible, at the level of the 41 C/5. With the return of the USA, whose contribution will make up 22% of the total biennial budget, the total amount paid by other Member States will represent the remaining 78%. In summary, given that \$534.6 million billed under the 41 C/5 represents 78% of the total budget, the proposed new budget ceiling is calculated as \$685.4 million, with the contribution of the USA at \$150.8 million.

49. The increases proposed for each appropriation line compared to the 41 C/5 are set out in the table below in respect of the Regular Budget.

Table 10. Regular Budget, comparison between Adjusted 41 C/5 and revised Draft 42 C/5

42 C/5 PART in USD '000	Adjusted 41 C/5 (restated)	Revised Draft 42 C/5	Variation in USD	Variation in %
PART I - GENERAL POLICY AND DIRECTION				
A. Governing Bodies	9 271	10 638	1 367	15%
Total I.A	9 271	10 638	1 367	15%
B. Direction				
Directorate	5 382	6 252	870	16%
Internal Oversight	4 602	5 377	775	17%
International standards and legal affairs	3 197	3 944	747	23%
Ethics	675	795	120	18%
Total I.B	13 855	16 367	2 512	18%
C. Participation in the Joint Machinery of the United Nations System	14 225	14 225	-	-
TOTAL PART I	37 351	41 230	3 879	10%
PART II - PROGRAMMES AND PROGRAMME-RELATED SERVICES				
A. Programmes				
Education	86 187	107 823	21 636	25%
Natural sciences	40 087	52 947	12 859	32%
Intergovernmental Oceanographic Commission	11 320	21 135	9 815	87%
Social and human sciences	27 411	37 291	9 881	36%
Culture	48 650	66 569	17 920	37%
Communication and information	25 496	34 747	9 251	36%
UNESCO Institute for Statistics	8 450	12 281	3 831	45%
Total II. A	247 600	332 792	85 193	34%
B. Programme-related services				
Sector for Priority Africa and External Relations	16 242	23 093	6 851	42%
Coordination and monitoring of action to implement Gender Equality	1 966	5 101	3 135	159%
Strategic planning	7 518	10 464	2 946	39%
Communication and Public Engagement	10 186	14 598	4 412	43%
Field Offices programme management and support services	103 779	117 526	13 747	13%
Total II. B	139 691	170 782	31 090	22%
II.C - Participation Programme and Fellowships	13 426	14 849	1 423	11%
TOTAL, PART II	400 717	518 423	117 706	29%
PART III - CORPORATE SERVICES				
A. Sector for Administration and Management				
Office of the ADG of the Administration and Management Sector	3 744	4 901	1 157	31%
Human resources management	22 230	22 684	454	2%
Financial management	7 393	7 404	11	0%
Digital business solutions	11 654	12 506	853	7%
Organization of conferences, languages and documents	14 536	15 359	823	6%
Operational support	13 670	14 210	541	4%
Management of safety and security	9 204	9 413	210	2%
Total III. A	82 431	86 479	4 048	5%
B. Headquarters Common Costs	9 085	10 285	1 200	13%
TOTAL, PART III	91 516	96 764	5 248	6%
TOTAL, PART I – III	529 584	656 418	126 834	24%
Loan repayments for capital expenditure	5 064	5 726	661	13%
GRAND TOTAL, Programme Budget	534 648	662 143	127 495	24%
Assessment for the Financing of Capital Expenditure		18 920	18 920	
Additional cost for Miollis renovation project (rec. HQC)		4 381	4 381	
TOTAL REGULAR BUDGET	534 648	685 445	150 797	28%

Table 11. Proposed Integrated Budget Framework (IBF)

42 C/5 PART	Adjusted 41 C/5 (restated)	Revised Draft 42 C/5	Variation
PART I - GENERAL POLICY AND DIRECTION			
A - Governing Bodies	9 271	10 638	15%
Total Part I.A	9 271	10 638	15%
B - Directorate	-	-	
Directorate	9 571	12 225	28%
Internal Oversight	8 186	10 132	24%
International standards and legal affairs	5 685	7 304	28%
Ethics	1 201	1 471	23%
Total Part I.B	24 643	31 132	26%
C - Participation in the Joint Machinery of the United Nations system	14 225	14 225	-
TOTAL, PART I	48 139	55 995	16%
PART II - PROGRAMMES AND PROGRAMME-RELATED SERVICES			
A. Programmes			
Major Programme I - Education	526 818	691 654	31%
Major Programme II - Natural sciences	167 810	173 363	3%
Intergovernmental Oceanographic Commission	31 899	48 291	51%
Major Programme III - Social and human sciences	59 285	91 077	54%
Major Programme IV - Culture	245 259	295 910	21%
Major Programme V - Communication and information	61 380	98 809	61%
UNESCO Institute for Statistics	28 200	21 199	-25%
Total II. A	1 120 652	1 420 304	27%
B. Programme-related services			
Sector for Priority Africa and External Relations	16 702	24 935	49%
Coordination and monitoring of action to implement Gender Equality	1 966	5 101	159%
Strategic planning	13 635	20 842	53%
Communication and Public Engagement	13 066	17 582	35%
Field Offices programme management and support services	105 548	126 902	20%
Total II. B	150 917	195 361	29%
C - Participation Programme and Fellowships	13 426	14 849	11%
TOTAL, PART II	1 284 995	1 630 515	27%
PART III - CORPORATE SERVICES			
A. Sector for Administration and Management			
Office of the ADG of the Administration and Management Sector	6 660	9 650	45%
Human resources management	31 920	35 237	10%
Financial management	12 364	14 170	15%
Digital business solutions	30 737	23 715	-23%
Organization of conferences, languages and documents	30 267	38 197	26%
Operational support	28 522	28 015	-2%
Management of safety and security	12 996	13 483	4%
Total III. A	153 466	162 468	6%
III.B - HEADQUARTERS COMMON COSTS	9 085	10 285	13%
TOTAL, PART III	162 551	172 753	6%
TOTAL, PART I – III	1 495 685	1 859 263	24%
Loan repayments for capital expenditure	5 064	5 726	13%
GRAND TOTAL , Programme Budget	1 500 749	1 864 988	24%
Offsetting related to management cost recovery from voluntary contributions	(41 681)	(56 133)	35%
Offsetting related to the estimated internal charge back for Revenue Generating funds and Staff cost Recovery	(11 099)	(27 710)	150%
TOTAL NET Programme Budget	1 447 969	1 781 146	23%
Assessment for the Financing of Capital Expenditure	-	18 920	
Additional cost for Miollis renovation project (rec. HQC)	-	4 381	
Assessed Contribution - Additional Capital Assessment and Miollis		23 302	
TOTAL INTEGRATED BUDGET FRAMEWORK	1 447 969	1 804 447	25%

Note: The low IBF increase for Natural Sciences reflects the revised Voluntary Contributions projections changes in the current partnership context of the Sector. The decrease for UIS corresponds to a budgetary adjustment between Regular Budget and Voluntary Contributions compared to 41 C/5. In relation to Digital Business Solutions, the decrease in IBF funding is related to UNESCO, for which a portion has been funded through the CSI during the 41 C/5 implementation period.

IV. Managing risks in an unpredictable environment

50. UNESCO operates in a complex and uncertain global environment. Anticipating risks and managing these proactively remains key under the new biennium. The revised Draft 42 C/5 budget allows us to strengthen our risk management systems along all three lines of defence from risk owners and managers to internal compliance mechanisms, to the Organization's independent audit function.

51. In order to ensure that UNESCO's ecosystem functions efficiently and to achieve the strategic and enabling objectives, as set out in its Medium-Term Strategy for 2022-2029, we anticipate a number of programmatic and operational risks that require targeted mitigation measures:

Programmatic risks:

- The larger envelope of regular budget resources available under the revised Draft 42 C/5 for programme implementation in the field could create some capacity challenges for field offices, leading to implementation delays. To address this, we are increasing both implementation capacities in the field, including programme management and operational support, and field oversight, management and support functions in Headquarters. In addition, coordination mechanisms, bringing together programme and programme-support sectors and services in Headquarters will be strengthened to be able to better identify cross-cutting implementation bottlenecks and develop corporate solutions.
- While UNESCO has been able to mobilize stable levels of voluntary contributions over the past biennium, the complex global context will require significant efforts to ensure the continued availability of resources, and in particular VC, for UNESCO's work, thereby creating a risk of unpredictability in resource mobilization and programme planning. Given this context, we will aim to sustain the level of contributions and enhance the quality of funding through more coordinated, proactive and strategic partner engagement; positioning of the Organization and its work on agendas with growing funding opportunities; diversification of funding sources, notably through dedicated engagement strategies for multilateral financial institutions and the private sector; and prioritization of multi-year, high-impact scalable programmes that carry the bulk of UNESCO's growth.
- UNESCO programmes operate in complex environments, that can sometimes raise difficult social and environmental challenges. To address this, we are updating our Environment and Social Management Framework. This will help us better evaluate the impact and sustainability of UNESCO's projects, and thus inform UNESCO's programme and project development, approval and implementation. It will also guide internal policies and practices, ensuring alignment with UN inter-agency good practices on promoting environmental and social sustainability across the UN system's work.

Operational risks:

- Financial stability and sustainability are especially critical for organizations whose programme delivery relies significantly on personnel rather than purchase or distribution of goods/assets. The need to enhance this capacity to upscale delivery is clear, but the financial risks are also significant. This risk can be mitigated to some extent through the use of flexible contract modalities, but this is limited by the need to attract the appropriate resources to perform the tasks required. The Secretariat will be monitoring the evolution of this risk closely.
- Continued risk of inflation may pose shorter-term additional financing risk to the Organization. This will be mitigated through the careful management of expenditures most exposed to cost increases, such as utility costs and travel costs to the extent possible. However, there are other expenditures such as the cost of staff, where the Organization

follows the recommendations/decision of the International Civil Service Commission, which are less easily predictable or influenced by individual organizations' decisions.

- The long-term funding risk for capital expenditures and strategic investments, as well as the significantly unfunded future obligations of the Organization to its employees for post-employment benefits, such as the After-Service Health Insurance (ASHI), are a significant concern. Under the revised Draft 42 C/5, some mitigation is being introduced. However, more long-term investments for capital funding need to be secured. Further discussions are also ongoing with Member States on the funding for ASHI.
- Digital risks, including the risks of cyber-attacks, remain significant across all organizational structures. The mitigation strategies put in place by UNESCO involve systems to monitor and block cyber-attacks; enhanced security for networks; mandatory staff training and user awareness initiatives and the operationalization of UNESCO's Principles on personal data protection and privacy.
- Given UNESCO's operations in some high-risk environments, attention continues to be paid to staff health and well-being, security and safety risks, through an adequate security framework aligned with host country regulations, United Nations Security Management System and duty of care responsibilities.

52. For its own operations, the Organization will continue to implement an agile approach towards any kind of disruptive event through the development of its organizational resilience management system (ORMS).

VOLUME 1 – DRAFT RESOLUTIONS

Draft Appropriation Resolution for 2024-2025

The General Conference, at its 42nd session,

Resolves that:

- For the financial period 2024-2025, the Integrated Budget Framework (IBF) shall consist of approved regular budget appropriations of \$685.4 million, made up of (i) \$662.1 million for UNESCO's programme, (ii) \$18.9 million for capital assessments to be transferred to the Capital and Strategic Investments (CSI) Special Account, and (iii) \$4.4 million to contribute to funding the increased budget requirements of the Miollis Renovation project as recommended by the Headquarters Committee, as well as of estimates of \$1,119 million (after offsetting) of planned expenditures from other sources as follows:

Appropriation Resolution for 2024-2025 (Revised draft), in USD

Appropriation Line	Appropriated Regular Budget	Other	Total Integrated Budget Framework
PART I - GENERAL POLICY AND DIRECTION			
A. Governing Bodies	10,637,900	-	10,637,900
B. Direction <i>(including Directorate, Internal Oversight, International standards and legal affairs, and Ethics Office)</i>	16,367,495	14,764,904	31,132,399
C. Participation in the Joint Machinery of the United Nations System	14,224,900	-	14,224,900
TOTAL PART I	41,230,295	14,764,903	55,995,199
PART II - PROGRAMMES AND PROGRAMME-RELATED SERVICES			
A. Programmes			
Education	107,823,058	583,831,441	691,654,499
Natural sciences	52,946,656	120,416,763	173,363,419
Intergovernmental Oceanographic Commission	21,134,686	27,156,164	48,290,850
Social and human sciences	37,291,479	53,785,961	91,077,440
Culture	66,569,259	229,340,741	295,910,000
Communication and information	34,746,528	64,062,390	98,808,918
UNESCO Institute for Statistics	12,280,765	8,918,309	21,199,074
Total II. A	332,792,431	1,087,511,769	1,420,304,200
B. Programme-related services			
Sector for Priority Africa and External Relations	23,092,900	1,842,270	24,935,170
Coordination and monitoring of action to implement Gender Equality	5,100,600	-	5,100,600
Strategic planning	10,464,275	10,377,798	20,842,073
Communication and Public Engagement	14,597,917	2,983,820	17,581,737
Field Offices programme management and support services	117,526,102	9,375,760	126,901,862
Total II. B	170,781,794	24,579,649	195,361,442
C. - Participation Programme and Fellowships	14,849,100	-	14,849,100
TOTAL, PART II	518,423,325	1,112,091,418	1,630,514,742
PART III - CORPORATE SERVICES			
A. Sector for Administration and Management <i>(including Office of the ADG of the Administration and Management Sector, Human resources management, Financial management, Digital business solutions, Organization of conferences, languages and documents, Operational support, and Management of safety and security)</i>			
	86,478,786	75,988,818	162,467,604
B. Headquarters Common Costs			
	10,285,410	-	10,285,410
TOTAL, PART III	96,764,196	75,988,818	172,753,014
TOTAL I – III OPERATING BUDGET	656,417,816	1,202,845,139	1,859,262,955
Loan repayments for capital expenditure	5,725,500	-	5,725,500
GRAND TOTAL , Programme Budget	662,143,316	1,202,845,139	1,864,988,455
Offsetting related to management cost recovery from voluntary contributions	-	(56,132,507)	(56,132,507)
Offsetting related to the estimated internal charge back for Revenue Generating funds	-	(27,710,205)	(27,710,205)
TOTAL NET, Programme Budget	662,143,316	1,119,002,427	1,781,145,743
Assessment for the Financing of Capital Expenditure	18,920,395	-	18,920,395
Additional cost to Miollis renovation project (rec. HQC)	4,381,161	-	4,381,161
Total Integrated Budget	685,444,872	1,119,002,427	1,804,447,299

2. The above-mentioned Integrated Budget Framework of \$1,804,447,299 (after offsetting) shall be financed as follows:
 - (a) by assessment on Member States of \$685,444,872 for the approved regular budget appropriations; and
 - (b) by other funds amounting to \$1,119,002,427 (after offsetting) consisting of revenue-generating funds and voluntary contributions, including the management costs charged thereon, on the understanding that the amounts for these funds represent estimates of planned expenditures, which are to be funded by resources available to spend as well as resources subject to being earned or mobilized in alignment with document 42 C/5.

Transfers

3. With regard to the appropriated regular budget, the Director-General may make transfers between appropriation lines up to an amount of 5% of the initial appropriated regular budget line from which the transfers are made, without prejudice to any major programme. The Director-General shall inform the Executive Board, in writing at the session following such action, of the details and reasons for these transfers. If such transfers entail an outgoing amount exceeding 5% of the initial appropriated regular budget line, the Director-General shall obtain prior approval of the Executive Board. The prior approval of the Executive Board shall also be required for transfers exceeding 5% of the initial appropriated regular budget funding of each Outcome under the major programmes and IOC, as set out in Annex VIII (a.ii), from which the transfers are made.
4. The Director-General is authorized to transfer from the regular budget appropriations such amounts as approved by the General Conference, as detailed in Annex VI.

Special Account for Management Costs

5. In relation to the Special Account for Management Costs, the General Conference
 - (a) takes note of the revised apportionment of the share of funding of the management costs as 54% from the regular budget and 46% from management support costs charged on voluntary contribution funded expenditures. This proportion is based on the share of the sources of actual expenditures observed through 2018-2022, and is in line with the cost recovery policy of the Organization; and
 - (b) authorizes the Director-General to make budget increases of up to 2% of the total amount of the approved management cost budget, informing the Executive Board in writing, through the Annual C/5 Implementation Report, of the details and reasons for such increases. If such increases exceed 2%, the Director-General shall obtain prior approval of the Executive Board.

Established Posts

6. The established posts by grade foreseen for the 2024-2025 biennium are summarized in Annex V (a and b) of document 42 C/5. The Director-General shall present to the Executive Board for prior approval any change to this annex in respect of the total number of posts of grade D-1 and above.
7. In accordance with their specific statutes and regulations, posts may be established at the category 1 institutes of UNESCO. These posts are not included in the table set out in Annex V (a and b) of document 42 C/5.

Currency of assessment

8. Where the annual assessed contribution for a Member State is less than \$200,000, that Member State's contribution to the budget shall be assessed in United States dollars only.
9. Where the annual assessed contribution for a Member State is \$200,000 or more, that Member State's contribution shall be assessed in both euros and United States dollars in accordance with the split percentage, which is determined by the estimated costs to be incurred in the respective currencies.
10. In view of the estimated euro requirement for the 42 C/5, the split percentage shall remain 47% in euros and 53% in United States dollars, calculated at the revised budget rate of \$1 equal to €0.913.

00100 – Draft resolution for General Policy and Direction

The General Conference,

1. *Authorizes* the Director-General:
 - (a) to continue implementing during the period 2024-2025 the following plan of action for General Policy and Direction in order to:
 - (i) organize in the most cost-effective manner the 42nd and 43rd sessions of the General Conference (November 2023 and 2025) and eight to ten ordinary sessions of the Executive Board;
 - (ii) provide for the functioning of the Directorate;
 - (iii) contribute to the running costs of the joint machinery of the United Nations system;
 - (b) to allocate for this purpose, for the period 2024-2025, the integrated budget amount under all sources of funds, as indicated in the Appropriation Resolution under Part I – General Policy and Direction;
2. *Requests* the Director-General to report periodically to the governing bodies, in statutory reports, on the execution of the programme and budget adopted by the General Conference and the achievement of the following outcome and outputs:

Enabling Outcome 11: Accountable, efficient and effective management in pursuit of the Organization's results

Governing bodies

Output 11.GBS1 Rational and cost-effective functioning of the governing bodies improved;

Directorate and Executive Office

Output 11.CAB1 Rational and cost-effective functioning of the Directorate and Executive Office improved and UNESCO's strategic positioning and leadership role as an active and efficient partner within the United Nations system in achieving the Sustainable Development Goals strengthened;

Internal oversight

Output 11.IOS1 UNESCO's governance, control and risk management practices enhanced so as to enable the systematic achievement of approved objectives, improve delivery and increase confidence in the Organization, through relevant audit and advisory recommendations;

Output 11.IOS2 Evidence-based decision-making, organizational learning, accountability for results and programme effectiveness enhanced through the use of evaluation findings and the implementation of recommendations arising therefrom;

Output 11.IOS3 Accountability and adherence to UNESCO's rules and regulations strengthened;

International standards and legal affairs

Output 11.LA1 The Organization's management and programme implementation in compliance with rules and regulations;

Ethics

Output 11.ETH1 An ethical organizational culture and working environment strengthened.

01000 – Draft resolution for Major Programme I – Education

The General Conference,

1. *Authorizes* the Director-General:

- (a) To continue implementing during the period 2024-2025 the plan of action for Major Programme I, contributing to the Organization’s four strategic objectives and its nine outcomes within the framework of the Medium-Term Strategy (41 C/4), by aiming to support the realization of the Sustainable Development Goals (SDGs), in particular the SDG 4-Education 2030 agenda to “ensure inclusive and equitable quality education and promote lifelong learning opportunities for all”; to support countries in the last decisive years to implement the SDG 4-Education 2030 agenda; and to fulfil UNESCO’s mandate, as entrusted to it by the international community to lead the coordination of the Education 2030 agenda and monitor progress towards the internationally agreed upon Sustainable Development Goal (SDG) 4 on education;
- (b) to contribute to the Organization’s global priorities to promote gender equality, and address the needs of Africa, paying particular attention to developing and least developed countries (LDCs) and small island developing States (SIDS), and to meet the needs of young people, in recognition of the cardinal role of inclusive, quality education throughout life in the transition to more sustainable and equitable societies, also fostering South-South and triangular cooperation as well as official development assistance (ODA), in order to:
 - (i) advance quality and equitable education and lifelong learning opportunities for all through the provision of capacity development, policy advice and technical support to Member States by: strengthening the resilience of education systems to guarantee equal educational opportunities for all, with particular attention to vulnerable and crisis-affected populations and post-disaster contexts; supporting quality data, policies and legislation; helping to improve teaching and learning practices that advance gender equality in and through education and integrate culture and creativity; promoting transformative education to equip learners to engage with the world as responsible global citizens and contribute to peaceful, healthy and sustainable societies; encouraging intersectoral cooperation to empower children, youth and adults through knowledge and skills to meet individual, labour market and societal demands; developing science- and evidence-based policies to reinforce teacher training, support teachers’ professional development and reduce the shortage of qualified teachers; maintaining a holistic approach to develop education systems that enable lifelong learning from early childhood to adulthood through comprehensive and flexible pathways combining formal, non-formal and informal learning opportunities;
 - (ii) steer global progress towards achieving the ambitious targets of SDG 4 by mobilizing partners in a coordinated effort, shaping the global education agenda and ensuring that education remains a priority in development policies and programmes, leveraging technologies and digital innovations to ensure more inclusive, effective and relevant learning; and seeking equitable, inclusive and innovative solutions through research and foresight, monitoring, advocacy and networking;
- (c) continue to strengthen the entities dedicated to information and communication technology (ICT) in education both at Headquarters and in the field through the integrated budget framework, including voluntary contributions, so as to meet the need for the effective implementation of the UNESCO Strategy on Technological Innovation in Education (2022-2025) with adequate human and financial resources and enhanced

intersectoral collaboration and the active engagement of relevant category 1 institutes for the effective implementation of the Strategy;

- (d) to allocate for this purpose for the period 2024-2025 the integrated budget amount under all sources of funds, as indicated in the Appropriation Resolution under Part II.A – Major Programme I – Education, with financial allocations for the eight education-related category 1 institutes as set out in Annex VI;

2. *Requests the Director-General:*

- (a) to implement the various activities authorized by this resolution, including through intersectoral cooperation, to achieve the outcomes and the outputs pertaining to Major Programme I;
- (b) to report periodically to the governing bodies, in the statutory reports, on the execution of the programme adopted by the General Conference and the achievement of the following outcomes and outputs:

Outcome 1 – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Output 1.ED1 Education systems equipped to promote inclusion, address marginalization and advance rights, including in crisis-affected and post-disaster contexts;

Output 1.ED2 Gender-transformative education systems empower learners, ensure safe learning environments and address the educational barriers, particularly for girls and women, exacerbated by the learning crisis;

Output 1.ED4 Learners equipped with relevant skills to meet individual, labour market and societal demands through literacy, technical and vocational education and training (TVET), science, technology, engineering and mathematics (STEM) and higher education;

Output 1.ED5 Teachers trained and supported to improve learning outcomes and address the changes brought forth by the digital and artificial intelligence (AI) transformation and the COVID-19 crisis;

Output 1.ED6 Resilience, quality and equity of education systems strengthened to flexibly respond to evolving learning environments and to better deliver on SDG 4 commitments;

Intersectoral Output 1.IP1 Member States capacities strengthened to enhance the quality of education, nurture creativity and promote respect for cultural diversity;

Outcome 2 – Strengthen international coordination for the achievement of SDG 4 and develop the global education agenda based on research, foresight and innovation

Output 2.ED7 Education policy and finance decisions to achieve SDG 4 informed by improved coordination, data and monitoring, knowledge and innovative partnerships;

Output 2.ED9 Education and learning reimaged through interdisciplinary research, foresight and public policy debate;

Outcome 3 – Enhance knowledge for climate action, biodiversity, water and ocean management, and disaster risk reduction

Intersectoral Output 3.IP2 Environmental education strengthened to equip learners to address global environmental challenges;

Outcome 7 – Promote inclusion and combat discrimination, hate speech and stereotypes

Output 7.ED3 Learners empowered to lead healthy lives, promote sustainable development and engage with the world as creative and responsible global citizens;

Outcome 8 - Foster knowledge sharing and skills development in the digital age

Output 8.ED8 Technologies and digital innovations leveraged to ensure more inclusive, effective and relevant learning;

Intersectoral Output 8.IP4 National capacities strengthened to empower learners of all ages, women and men, with digital competencies and Media and Information Literacy skills.

01100 – Draft resolution for the International Bureau of Education (IBE)

The General Conference,

Acknowledging the report of the International Bureau of Education (IBE) for the 2022-2023 biennium (42 C/REP/1),

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

Appreciating the efforts of the IBE Council, the Executive Board, and the Director-General of UNESCO to lay the foundations for the implementation of the renewed mandate, in line with 40 C/Resolution 15 and 209 EX/Decision 12,

1. *Emphasizes* the specialized contribution of the IBE to the fulfilment of UNESCO's strategic objectives and outcomes, and the outputs of Major Programme I, particularly with regard to curriculum, with a mandate:
 - (a) to consolidate and synergize the work of UNESCO in curriculum, fostering a forward-looking vision to contribute to equitable and inclusive education and sustainable development for all in the wake of global challenges and societal changes;
 - (b) to build a knowledge base on curriculum, with the most advanced and cutting-edge research and comparative studies, making available methodological tools, curriculum prototypes and good practices;
 - (c) to develop standard-setting norms and instruments in curriculum that can guide and support Member States in the definition of their public policies and strategies;
 - (d) to respond to the needs of Member States, particularly developing countries, in developing and reforming curriculum through capacity development and technical assistance, and to foster policy dialogue and the sharing of experiences in curriculum development and good practices among Member States;
 - (e) to serve as a platform for networking and intersectoral dialogue on curriculum for the twenty-first century among relevant stakeholders, including relevant international organizations and academic institutions, with a particular focus on the transformative role of education for sustainable development, societal change and global challenges;
 - (f) to develop training programmes, in collaboration with universities and other relevant stakeholders from different regions of the world;
 - (g) to preserve the historical archives and documentation of the IBE, making them accessible to Member States and the public;
2. *Requests* the IBE Council acting in conformity with the Statutes of the Bureau and with this resolution, when approving the IBE's budget:
 - (a) to ensure that the objectives and activities of the IBE correspond to UNESCO's strategic objectives and outcomes, and the outputs of Major Programme I;
 - (b) to support the IBE's core initiatives with the aim of contributing to the achievement of the outputs of Major Programme I as listed in paragraph 6 below;
 - (c) to strengthen collaboration with the Director-General, Member States and UNESCO's networks to mobilize the necessary human and financial resources so that the IBE may

further accomplish its aim as UNESCO's global focal point and platform for knowledge, dialogue and cooperation on curriculum, contributing to UNESCO's work in education through a holistic, intersectoral and forward-looking vision;

3. *Takes note* that the integrated budget for the IBE for the period 2024-2025 is as indicated in the budget presentation of Major Programme I, including a financial allocation from the regular budget as set out under Annex VI;
4. *Expresses its gratitude* to the Member States and Institutions that have contributed intellectually or financially to the activities of the IBE and *invites* them to continue their support for 2024-2025 and beyond;
5. *Appeals* to Member States, intergovernmental and international non-governmental organizations, donor agencies, foundations and the private sector to contribute financially and by other appropriate means to the effective implementation and growth of the IBE's activities in the service of Member States, in conformity with its mandate as a specialized institute on curriculum and the strategic objectives of UNESCO for 2022-2029;
6. *Requests* the Director-General to report periodically to the governing bodies in the statutory reports on the contribution of the IBE to the achievement of the following outputs of Major Programme I:

Output 1.ED6 Resilience, quality and equity of education systems strengthened to flexibly respond to evolving learning environments and to better deliver on SDG 4 commitments;

Output 2.ED9 Education and learning reimagined through interdisciplinary research, foresight and public policy debate.

01200 – Draft Resolution for the International Institute for Educational Planning (IIEP)

The General Conference,

Acknowledging the report of the International Institute for Educational Planning (IIEP) for the 2022-2023 biennium (42 C/REP/2),

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

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

1. *Requests* the IIEP Governing Board, in accordance with the Institute's Statutes and the present resolution, when approving the Institute's budget for 2024 and 2025:
 - (a) to ensure that the objectives and activities of IIEP correspond to UNESCO's strategic objectives and outcomes, and the outputs of Major Programme I;
 - (b) to reinforce Member States' capacities for the planning, management and administration of education systems;
 - (c) to leverage the Institute's presence on three continents with its offices in Paris, Buenos Aires and Dakar to strengthen national, subregional and inter-regional training programmes in educational planning, administration, evaluation and monitoring in cooperation with the other education-related category 1 institutes of UNESCO, as well as the UNESCO Institute for Statistics (UIS), and UNESCO field offices;
 - (d) to carry out research and development activities aimed at the upgrading of knowledge in educational planning and management, and at the production of methodologies and tools to support Member States in planning and managing their education systems;
 - (e) to serve as a hub that curates and widely disseminates knowledge, information and resources, and enables the exchange of experiences in educational planning and administration among Member States;
 - (f) to carry out technical assistance projects in its field of competence to practically support Member States while fostering sustainable national technical capacities and leadership;
2. *Takes note* that the integrated budget for IIEP for the period 2024-2025 is as indicated in the budget presentation of Major Programme I, including a financial allocation from the regular budget as set out under Annex VI;
3. *Expresses its gratitude* to the Member States and organizations that have supported the Institute's activities through voluntary contributions and contractual agreements, as well as to the Argentine and French Governments, which provide the Institute's premises free of charge and periodically finance their upkeep, and *invites* them to continue their support for 2024-2025 and beyond;
4. *Appeals* to Member States to grant, renew or increase voluntary contributions, with a view to strengthening the activities of IIEP, in accordance with Article VIII of its Statutes, so that, with additional resources and its premises provided by the French and Argentine Governments, it may better meet the needs of Member States as regards the priorities of Major Programme I and the strategic objectives of UNESCO for 2022-2029;

5. *Requests* the Director-General to report periodically to the governing bodies in the statutory reports on the contribution of IIEP to the achievement of the following outputs of Major Programme I:

Output 1.ED1 Education systems equipped to promote inclusion, address marginalization and advance rights, including in crisis-affected and post-disaster contexts;

Output 1.ED6 Resilience, quality and equity of education systems strengthened to flexibly respond to evolving learning environments and to better deliver on SDG 4 commitments;

Output 2.ED9 Education and learning reimagined through interdisciplinary research, foresight and public policy debate.

01300 – Draft Resolution for the UNESCO Institute for Lifelong Learning (UIL)

The General Conference,

Acknowledging the report of the UNESCO Institute for Lifelong Learning (UIL) for the 2022-2023 biennium (42 C/REP/3),

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

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

Further recognizing the importance of the overarching concept of lifelong learning for UNESCO's Major Programme I and guided by the Marrakech Framework for Action adopted at the Seventh International Conference on Adult Education (CONFINTEA VII, 2022),

1. *Emphasizes and values* the important contribution of UIL to the fulfilment of UNESCO's strategic objectives and outcomes, and the outputs of Major Programme I, particularly with regard to promoting lifelong learning for all through advocacy, capacity development, research and networking, focusing on lifelong learning policies and strategies, literacy and basic skills, and adult learning and education;
2. *Requests* the Governing Board of UIL, in accordance with the Institute's Statutes and the present resolution, when approving the Institute's budget for 2024 and 2025:
 - (a) to ensure that the objectives and activities of UIL correspond to UNESCO's strategic objectives and outcomes, and the outputs of Major Programme I;
 - (b) to consolidate and develop the programmes of UIL with the aim of contributing to achieving the outputs of Major Programme I as listed in paragraph 6 below;
 - (c) to reinforce both the Institute's capacity as a global centre of excellence for lifelong learning and its specific responsibility in strengthening policies and strategies for lifelong learning, literacy, adult learning and education;
 - (d) to take the necessary measures to follow up on the Marrakech Framework for Action and monitor implementation;
 - (e) to continue to work with the Director-General to mobilize the necessary human and financial resources to enable UIL to accomplish its mission;
 - (f) to execute technical assistance projects in its field of competence in Member States;
3. *Takes note* that the integrated budget for UIL for the period 2024-2025 is as indicated in the budget presentation of Major Programme I, including a financial allocation from the regular budget as set out under Annex VI;
4. *Expresses its gratitude* to the German Government and to the City of Hamburg for their continued support to UIL in making a substantial financial contribution and by providing its premises free of charge, and to other Member States and organizations which have contributed intellectually or financially to UIL activities, and *invites* them to continue their support for 2024-2025 and beyond;

5. *Appeals* to Member States, intergovernmental and international non-governmental organizations, donor agencies, foundations and the private sector to grant or renew financial and other appropriate contributions to enable UIL to contribute towards the priorities of Major Programme I and the strategic objectives of UNESCO for 2022-2029;
6. *Requests* the Director-General to report periodically to the governing bodies in the statutory reports on the contribution of UIL to the achievement of the following outputs of Major Programme I:

Output 1.ED4 Learners equipped with relevant skills to meet individual, labour market and societal demands through literacy, technical and vocational education and training (TVET), science, technology, engineering and mathematics (STEM) and higher education;

Output 1.ED6 Resilience, quality and equity of education systems strengthened to flexibly respond to evolving learning environments and to better deliver on SDG 4 commitments;

Output 2.ED9 Education and learning reimagined through interdisciplinary research, foresight and public policy debate.

01400 – Draft Resolution for the UNESCO Institute for Information Technologies in Education (IITE)

The General Conference,

Acknowledging the report of the UNESCO Institute for Information Technologies in Education (IITE) for the 2022-2023 biennium (42 C/REP/4),

Welcoming the positive development of transforming IITE into a cutting-edge research and policy advocacy centre in the field of information and communication technologies (ICTs) in education;

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

1. *Emphasizes and values* the important contribution of IITE to the fulfilment of UNESCO's strategic objectives and outcomes, and the outputs of Major Programme I, particularly with regard to policy advocacy, capacity development and knowledge services in the field of ICTs in education, through:
 - (a) evidence-based policy research, analytical studies and the collection and dissemination of best practices on the use of ICTs in education;
 - (b) provision of technical assistance, knowledge and information sharing with Member States on the application of ICTs in education, with particular emphasis on teachers and learners and the digital content of curricula as well as on digital health and well-being in formal and non-formal education;
2. *Requests* the Governing Board of IITE, in accordance with the Institute's Statutes and the present resolution, when approving the Institute's budget for 2024-2025:
 - (a) to ensure that the objectives and activities of IITE correspond to UNESCO's strategic objectives and outcomes, and the outputs of Major Programme I;
 - (b) continue to work with the Director-General to mobilize the necessary human and financial resources to enable IITE to accomplish its mission;
3. *Takes note* that the integrated budget for IITE for the period 2024-2025 is as indicated in the budget presentation of Major Programme I, including a financial allocation from the regular budget as set out under Annex VI;
4. *Expresses its gratitude* to the Government of the Russian Federation for its financial contribution and for providing the premises free of charge, and to Member States and organizations that have contributed intellectually or financially to IITE's activities, and *invites* them to continue their support for 2024-2025 and beyond;
5. *Appeals* to Member States, intergovernmental and international non-governmental organizations, donor agencies, foundations and the private sector to grant or renew financial and other appropriate contributions to enable IITE to contribute to the priorities of Major Programme I and the strategic objectives of UNESCO for 2022-2029;
6. *Requests* the Director-General to report periodically to the governing bodies in the statutory reports on the contribution of IITE to the achievement of the following outputs of Major Programme I:

Output 2.ED9 Education and learning reimagined through interdisciplinary research, foresight and public policy debate.

Output 8.ED8 Technologies and digital innovations leveraged to ensure more inclusive, effective and relevant learning.

01500 – Draft Resolution for the UNESCO International Institute for Capacity-Building in Africa (IICBA)

The General Conference,

Acknowledging the report of the UNESCO International Institute for Capacity-Building in Africa (IICBA) for the 2022-2023 biennium (42 C/REP/6),

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

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

Further recognizing IICBA's key role in implementing Major Programme I's actions in favour of Global Priority Africa;

1. *Emphasizes and values* the important contribution of IICBA to the fulfilment of UNESCO's strategic objectives and outcomes, and the outputs of Major Programme I, particularly with regard to improving the quality of education and the professional development of teachers through:
 - (a) support, focusing on both the development and the implementation of effective teacher policies, including through the UNESCO Strategy on Teachers and UNESCO initiative for teachers, and other UNESCO tools to improve the quality of teacher-education curricula, qualification frameworks, gender analysis, and training of teacher trainers at all levels in innovative teacher development;
 - (b) capacity building of teacher-training institutions in management and quality assurance, in particular in the areas of ICT-enhanced teacher standards, the planning for ICTs in education strategies, development of ICTs and open and distance learning (ODL), and online certificate training programmes in teacher development;
2. *Requests* the Governing Board of IICBA, in accordance with the Institute's Statutes and the present resolution, when approving the Institute's budget for 2024-2025:
 - (a) to ensure that the objectives and activities of IICBA correspond to UNESCO's strategic objectives and outcomes, and the outputs of Major Programme I;
 - (b) to continue to work with the Director-General to mobilize the necessary human and financial resources to enable IICBA to accomplish its mission;
3. *Takes note* that the integrated budget for IICBA for the period 2024-2025 is as indicated in the budget presentation of Major Programme I, including a financial allocation from the regular budget as set out under Annex VI;
4. *Expresses its gratitude* to the Member States and organizations that have contributed intellectually or financially to IICBA's activities, and *invites* them to continue their support for 2024-2025 and beyond;
5. *Appeals* to Member States, intergovernmental and international non-governmental organizations, donor agencies, foundations and the private sector to grant or renew financial and other appropriate contributions to enable IICBA to contribute to the priorities of Major Programme I and the strategic objectives of UNESCO for 2022-2029;

6. *Requests* the Director-General to report periodically to the governing bodies in the statutory reports on the contribution of IICBA to the achievement of the following outputs of Major Programme I:

Output 1.ED5 Teachers trained and supported to improve learning outcomes and address the changes brought forth by the digital and artificial intelligence (AI) transformation and the COVID-19 crisis;

Output 2.ED9 Education and learning reimagined through interdisciplinary research, foresight and public policy debate.

01600 – Draft Resolution for the UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC)

The General Conference,

Acknowledging the report of the UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC) for the 2022-2023 biennium (42 C/REP/5),

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

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

1. *Invites* the Governing Board of IESALC to give priority in the Institute's programme to the following objectives:
 - (a) providing a regional platform for the promotion of inter-university cooperation, as well as collaboration among higher education institutions, in particular by facilitating active involvement of and intellectual partnerships among UNESCO Chairs on higher education;
 - (b) addressing the challenges related to the internationalization of higher education in the region by monitoring the Regional Convention on the Recognition of Studies, Diplomas and Degrees in Higher Education in Latin America and the Caribbean (2019) and contributing to the monitoring of the Global Convention on the Recognition of Qualifications concerning Higher Education (2019);
 - (c) expand the global relevance of the contributions of the IESALC as the only UNESCO specialized institute in higher education by providing capacity-development opportunities, promoting South-South cooperation, and contributing to expand the knowledge base about higher education policies worldwide, thus ensuring that Member States' priorities in this field are technically supported by the Institute;
2. *Requests* the Governing Board of IESALC, in accordance with the Institute's Statutes and the present resolution, when approving the Institute's budget for 2024-2025:
 - (a) to ensure that the objectives and activities of IESALC correspond to UNESCO's strategic objectives and outcomes, and the outputs of Major Programme I;
 - (b) continue to work with the Director-General to mobilize the necessary human and financial resources to enable IESALC to accomplish its mission;
3. *Takes note* that the integrated budget for IESALC for the period 2024-2025 is as indicated in the budget presentation of Major Programme I, including a financial allocation from the regular budget as set out under Annex VI;
4. *Expresses its gratitude* to the Government of the Bolivarian Republic of Venezuela for providing the premises of IESALC free of charge, and other Member States and organizations that have contributed intellectually or financially to IESALC's activities, and *invites* them to continue their support for 2024-2025 and beyond;
5. *Appeals* to Member States, intergovernmental and international non-governmental organizations, donor agencies, foundations and the private sector to grant or renew financial and other appropriate contributions to enable IESALC to contribute towards the priorities of Major Programme I and the strategic objectives of UNESCO for 2022-2029;

6. *Requests* the Director-General to report periodically to the governing bodies in the statutory reports on the contribution of IESALC to the achievement of the following outputs of Major Programme I:

Output 1.ED4 Learners equipped with relevant skills to meet individual, labour market and societal demands through literacy, technical and vocational education and training (TVET), science, technology, engineering and mathematics (STEM) and higher education;

Output 2.ED9 Education and learning reimagined through interdisciplinary research, foresight and public policy debate.

01700 – Draft Resolution for the Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP)

The General Conference,

Acknowledging the report of the Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP) for the 2022-2023 biennium (42 C/REP/7),

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

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

1. *Emphasizes and values* the specialized contribution of MGIEP to the fulfilment of UNESCO's strategic objectives and outcomes, and the outputs of Major Programme I, particularly with regard to strengthening the capacities of Member States on global citizenship education, peace and human rights education, education for sustainable development, and research and foresight studies through:
 - (a) embedding social and emotional competencies and skills, knowledge, and attitudes for peace, sustainable development, and global citizenship in existing curriculums;
 - (b) supporting innovation in pedagogies and learning processes through research in cognitive science, transformative education, digital pedagogical tools, and experiential learning;
 - (c) enhancing education policy and practices based on science and evidence-based research, as well as knowledge management, capacity building and dissemination capacity, on transformative education for peace and sustainable development;
 - (d) facilitating science- and evidence-based and inclusive international education policy dialogues and online youth education programmes on peace, sustainable development and global citizenship, which focus on building youth capacities and competencies in active and sustainable civic and social engagement;
2. *Requests* the MGIEP Governing Board, in accordance with the Institute's Statutes and the present resolution, when approving the Institute's budget for 2024-2025:
 - (a) to ensure that the objectives and activities of MGIEP correspond to UNESCO's strategic objectives and outcomes, and the outputs of Major Programme I;
 - (b) continue to work with the Director-General to mobilize the necessary human and financial resources so that MGIEP may further accomplish its mission as a centre of excellence in education for peace and sustainable development to foster global citizens;
3. *Takes note* that the integrated budget for MGIEP for the period 2024-2025 is as indicated in the budget presentation of Major Programme I, including a financial allocation from the regular budget as set out under Annex VI;
4. *Expresses its gratitude* to the Government of India, Member States and other bodies and institutions that have contributed intellectually or financially to MGIEP's activities, and *invites* them to continue their support for 2024-2025 and beyond;

5. *Appeals* to Member States, intergovernmental and international non-governmental organizations, donor agencies, foundations and the private sector to grant or renew financial and other appropriate contributions to enable MGIEP to contribute towards the priorities of Major Programme I and the strategic objectives of UNESCO for 2022-2029;
6. *Requests* the Director-General to report periodically to the governing bodies in the statutory reports on the contribution of MGIEP to the achievement of the following output of Major Programme I:

Output 2.ED9 Education and learning reimagined through interdisciplinary research, foresight and public policy debate;

Output 7.ED3 Learners empowered to lead healthy lives, promote sustainable development and engage with the world as creative and responsible global citizens.

01800 – Draft Resolution for the UNESCO International Institute for STEM Education (IISTEM)

The General Conference,

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

Also recognizing the important role of IISTEM, under the leadership of Major Programme I, in promoting inclusive, equitable, relevant and quality education for all from early childhood to adulthood in STEM (Science, Technology, Engineering and Mathematics);

1. *Emphasizes and values* the specialized contribution of IISTEM to the fulfilment of UNESCO's strategic objectives and outcomes, and the outputs of Major Programmes I and II, particularly with regards to strengthening the capacities of Member States and catalysing interdisciplinary and innovative research, policy dialogues, and development of standards pertaining to STEM education through:
 - (a) providing policy analysis and advice for Member States, and initiating and facilitating international dialogues on issues concerning STEM education;
 - (b) strengthening the capacity of decision makers, teacher trainers, teachers and other education personnel relating to STEM education;
 - (c) initiating collaborative research on forward-looking, interdisciplinary and innovative approaches to STEM education, by planning and organizing a broad range of STEM education experimental studies, developing appropriate teaching and learning interventions, and pedagogical practices, in order to foster learners' and teachers' competences and knowledge in STEM education;
 - (d) creating a global pool of individual and institutional expertise, serving as a network and clearing house on best practices for STEM education, and promoting monitoring and evaluation of advances in STEM education;
 - (e) prioritizing Africa, SIDS and least developed countries and promoting the involvement of girls and women in STEM education;
 - (f) working closely with UNESCO Headquarters, field offices and UNESCO Category 1 Institutes as to underpin UNESCO's leading role in this field, reinforcing the global agenda in STEM education and enhancing UNESCO's visibility, impact and sphere of influence in STEM education; and
 - (g) fostering alliances, sharing knowledge and mobilizing partnership and resources in collaboration with other UN bodies, other international organizations and global initiatives, and strengthening North-South, South-South and triangular cooperation, leveraging UNESCO's networks, in the coordination and execution of respective STEM education strategies and programmes;
2. *Requests* the IISTEM Governing Board, in accordance with the Institute's Statutes and the present resolution, when approving the Institute's budget for 2024-2025:
 - (a) to ensure that the objectives and activities of IISTEM correspond to UNESCO's strategic objectives and outcomes, and the outputs of Major Programmes I and II;
 - (b) to continue to work with the Director-General to mobilize the necessary human and financial resources to enable IISTEM to accomplish its mission;

3. *Takes note* that the integrated budget for IISTEM for the period 2024-2025 is as indicated in the budget presentation of Major Programme I, including a financial allocation from the regular budget as set out under Annex VI;
4. *Expresses its gratitude* to the Government of the People's Republic of China and to the Municipality of Shanghai for their contribution to IISTEM activities and for providing the premises of IISTEM free of charge;
5. *Appeals* to Member States, intergovernmental and international non-governmental organizations, donor agencies, foundations and the private sector to grant financial and other appropriate contributions to enable IISTEM to contribute towards the priorities of Major Programme I and the strategic objectives of UNESCO for 2022-2029;
6. *Requests* the Director-General to report periodically to the governing bodies in the statutory reports on the contribution of IISTEM to the achievement of the following outputs of Major Programmes I and II:

Output 1.ED4 Learners equipped with relevant skills to meet individual, labour market and societal demands through literacy, technical and vocational education and training (TVET), science, technology, engineering and mathematics (STEM) and higher education;

Output 1.ED2 Gender-transformative education systems empower learners, ensure safe learning environments and address the educational barriers, particularly for girls and women, exacerbated by the learning crisis;

Output 2.ED9 Education and learning reimagined through interdisciplinary research, foresight and public policy debate.

Output 1.SC.6 Institutional and human capacities strengthened in STEM education in a gender-transformative manner for sustainable development.

02000 – Draft Resolution for Major Programme II – Natural Sciences

The General Conference,

1. *Authorizes* the Director-General:

- (a) to continue implementing during the period 2024-2025 the plan of action for Major Programme II, contributing to the Organization's four strategic objectives and its nine outcomes within the framework of the Medium-Term Strategy (41 C/4), by aiming to support the realization of the Sustainable Development Goals (SDGs), to promote sustainable and resilient societies and support Member States to advance science, technology, innovation, research and engineering to address contemporary environmental and societal challenges;
- (b) to contribute to the Organization's global priorities to promote gender equality, and address the needs of Africa, and pay particular attention to the least developed countries (LDCs), the small island developing States (SIDS), indigenous peoples and the most vulnerable segments of society, as well as to engage with youth;
- (c) to resort also in the implementation of the plan of action for Major Programme II to South-South and triangular cooperation, as complementary modalities for delivery of the programme and to continue to develop partnerships with scientific and research institutions, academia, organizations of the United Nations system and other international and regional organizations and networks, civil society and the private sector, at all stages of programme development and implementation, to:
 - (i) strengthen science, technology, engineering and mathematics (STEM) education, thus contributing also to the achievement of SDG target 4.7 on ensuring that all learners acquire the knowledge and skills needed to promote sustainable development;
 - (ii) mobilize the international community to help reverse the decline of the natural environment and protect natural ecosystems by enhancing knowledge and capacities for integrated and systemic solutions that mitigate the impact of related risks on increased poverty, social inequalities, mass migration and global health pandemics;
 - (iii) develop comprehensive and integrated actions with UNESCO's global networks of designated sites to test, strengthen and disseminate interdisciplinary approaches and indigenous knowledge; to adapt to climate change and mitigate its effects; to restore terrestrial and underwater ecosystems; and to provide training and employment opportunities to empower people, including young people, in favour of green economies;
 - (iv) promote science, technology and innovation (STI) systems and foster scientific, technological and research capacities through the development and dissemination of knowledge and skills, the promotion of open science and access to data, technology transfer, and targeted science, technology and innovation policies for sustainable development;
- (d) to allocate for this purpose for the period 2024-2025, the integrated budget amount under all sources of funds, as indicated in the Appropriation Resolution for Part II A – Major Programme II – Natural Sciences, with a financial allocation to the Abdus Salam International Centre for Theoretical Physics (ICTP) as set out in Annex VI;

2. *Requests* the Director-General:

- (a) to implement the various activities authorized by this resolution, including through intersectoral cooperation, to achieve the outcomes and the outputs pertaining to Major Programme II;
- (b) to report periodically to the governing bodies, in the statutory reports, on the execution of the programme adopted by the General Conference and the achievement of the following outcomes and outputs:

Outcome 1 – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Output 1.SC6 Institutional and human capacities strengthened in STEM education in a gender-transformative manner for sustainable development;

Outcome 3 – Enhance knowledge for climate action, biodiversity, water and ocean management, and disaster risk reduction

Output 3.SC1 Inclusive knowledge and capacities of Member States strengthened to advance and apply science for sustainable management of natural resources, ecosystem and biodiversity conservation and restoration, and disaster risk resilience;

Output 3.SC2 Water science, innovation, education, management, cooperation and governance bolstered for a water-secure world in a changing environment;

Output 3.SC3 Small island developing States (SIDS) empowered with strengthened capacities in UNESCO fields of expertise to better address their specific challenges;

Intersectoral Output 3.IP2 Environmental education strengthened to equip learners to address global environmental challenges

Outcome 4 – Advance international cooperation in science, technology and innovation

Output 4.SC4 Member States' capacities strengthened to improve science, technology and innovation (STI) policies and access to scientific and technological advancements and enhance knowledge sharing, including through open science;

Output 4.SC5 Institutional and human capacities in basic sciences, technology, research, innovation, and engineering enhanced to advance knowledge for sustainable development.

Outcome 5 – Enhance the protection and promotion of the diversity of heritage and cultural expressions

Intersectoral Output 5.IP3 Member States capacities and awareness are strengthened to protect, safeguard and promote Indigenous knowledge, cultures, and languages through inclusive policies and targeted action

02100 – Draft Resolution for the Abdus Salam International Centre for Theoretical Physics (ICTP)

The General Conference,

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

1. *Requests* the ICTP Steering Committee and Scientific Council, in accordance with the ICTP Tripartite Agreement, country agreements, and this resolution, when approving the Centre's budget for 2024-2025:
 - (a) to continue implementing during the period 2024-2025 the plan of action for ICTP structured around three lines of action, with special emphasis on Africa, gender equality, least developed countries (LDCs) and small island developing States (SIDS), as well as youth;
 - (b) to resort also in the implementation of the plan of action for ICTP to South-South and triangular cooperation, as modalities for delivery of the programme and to continue to develop partnerships with civil society, the private sector, organizations of the United Nations system, and other international organizations, at all stages of programme development, in order to achieve ICTP's internal lines of action listed in paragraph 3 below;
 - (c) to reinforce ICTP capacity for research, education and networking in the physical and mathematical sciences, as well as in interdisciplinary areas, for the benefit of scientists from developing countries, ensuring that staff scientists remain at the forefront of their fields;
2. *Takes note* that the integrated budget for ICTP for the period 2024-2025 is as indicated in the budget presentation of Major Programme II, including a financial allocation from the regular budget as set out under Annex VI;
3. *Requests* the Director-General to report periodically to the governing bodies, in the statutory reports and as part of the reporting on Major Programme II, in relation to Output 4.SC5, on the implementation of the following lines of action:
 - (a) Developing countries' scientific expertise and interdisciplinary research expanded in the fields of artificial intelligence, quantitative life sciences and quantum information;
 - (b) Developing countries' capacity strengthened in the basic sciences, in particular physics and mathematics;
 - (c) Developing countries' access to scientific education and knowledge expanded, particularly through ICTs and regional collaboration;
4. *Expresses its gratitude* to the International Atomic Energy Agency (IAEA), the Italian Government, and the Member States and other entities that have supported the Centre through voluntary contributions, and *invites* them to continue their support in 2024-2025 and beyond;
5. *Appeals* to Member States, international organizations, donor agencies, foundations and the private sector to provide or renew support to enable ICTP to implement and expand the activities envisaged herein.

03000 – Draft Resolution for the Intergovernmental Oceanographic Commission (IOC)

The General Conference,

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

Also recognizing the importance of the United Nations Decade of Ocean Science for Sustainable Development (2021-2030), coordinated by the IOC on behalf of the United Nations system, and its vision of the science we need for the ocean we want,

Recalling that the IOC plan of action for the period 2022-2025 contributes to Strategic Objective 2 of the UNESCO Medium-Term Strategy 2022-2029 and the related Outcomes 3 and 4, as translated into the IOC Medium-Term Strategy 2022-2029,

Also recalling that, in accordance with the IOC Medium-Term Strategy 2022-2029, the IOC plan of action is focused on the following five thematic programme areas (high-level objectives), with particular attention to ensuring that all its Member States have the capacity to meet these objectives:

- (i) healthy ocean and sustained ocean ecosystem services;
- (ii) effective warning systems and preparedness for tsunamis and other ocean-related hazards;
- (iii) resilience to climate change and contribution to its mitigation;
- (iv) scientifically-founded services for the sustainable ocean economy;
- (v) foresight on emerging ocean science issues;

and supported by the following conceptual framework of functions:

- A. foster research to strengthen knowledge of ocean and coastal processes and human impacts upon them (*ocean research*);
 - B. maintain, strengthen and integrate global ocean observing, data prediction and information systems (*observing systems and data management*);
 - C. develop early warning systems, services, and preparedness for risks of tsunamis and ocean-related hazards (*early warning and services*);
 - D. support assessment and provision of information through the science-policy interface (*assessment and information for policy*);
 - E. enhance ocean governance through a shared knowledge base and improved regional cooperation (*sustainable management and governance*);
 - F. develop the institutional capacity in all of the functions above, as a cross-cutting function (capacity development);
1. *Requests* the IOC governing bodies, in accordance with the Statutes of the IOC that came into force through the adoption of 30 C/Resolution 22 of 16 November 1999 and with this resolution, when approving the Commission's programme and budget for 2024-2025:

- (a) to implement during the period 2024-2025 the various activities authorized by this resolution, including through intersectoral cooperation, to achieve the outcome and the output specified below adopted by IOC Executive Council resolution EC-53/2 and IOC Assembly resolution A-31/2, with special emphasis on Africa, gender equality, least developed countries (LDCs) and small island developing States (SIDS), as well as youth and the most vulnerable segments of society, including indigenous peoples;
 - (b) to resort also in the implementation of the plan of action for IOC to South-South and triangular cooperation, as modalities for delivery of the programme and to continue to develop partnerships with civil society, the private sector, organizations of the United Nations system, and other international organizations at all stages of programme development, in order to achieve the IOC high-level objectives and consistent with the purpose and functions of the Commission, as defined by its Statutes;
 - (c) to report periodically to the governing bodies, in the statutory reports, on the execution of the programme adopted by the General Conference and the achievement of the outcome and output;
2. *Authorizes* the Director-General to allocate for this purpose for the period 2024-2025 the integrated budget amount under all sources of funds, as indicated in the Appropriation Resolution under Part II.A – Intergovernmental Oceanographic Commission;
 3. *Requests* the Director-General to report periodically to the governing bodies, in the statutory reports, on the achievement of the following outcome and output:

Outcome 3 – Enhance knowledge for climate action, biodiversity, water and ocean management, and disaster risk reduction

Output 3.IOC1 Member States critically supported in strengthening their capacity to conduct marine scientific research, generate knowledge, and develop and implement science-based tools, services, and policies in order to reverse the decline in ocean health and accelerate the transition towards sustainable management of ocean-related risks and opportunities;

Intersectoral Output 3.IP2 Environmental education strengthened to equip learners to address global environmental challenges

4. *Appeals* to Member States, international organizations, donor agencies, foundations and the private sector to provide or renew support to enable IOC to implement and expand the activities envisaged herein, including its role as coordinator of the United Nations Decade of Ocean Science for Sustainable Development (2021-2030).

04000 – Draft Major Programme III – Social and Human Sciences

The General Conference,

1. *Authorizes* the Director-General:

- (a) to continue implementing during the period 2024-2025 the plan of action for Major Programme III, contributing to the Organization's four strategic objectives and its nine outcomes within the framework of the Medium-Term Strategy (41 C/4), by aiming to support the realization of the Sustainable Development Goals (SDGs), leveraging the contributions from the human and social sciences to support Member States in designing evidence-based policies towards building inclusive and peaceful societies, addressing the major challenges of inequalities of income and opportunities, including of gender, the social impact and ethical dimensions of the climate transition, and the fast-paced digital transformation;
- (b) to prioritize work and programmes for the two global priorities, Africa and gender equality and the priority groups small island developing States (SIDS) and youth, place special emphasis on least developed countries (LDCs) and support the most vulnerable in our societies, including indigenous peoples, people with disabilities, low-income youth and women, the elderly and migrants;
- (c) to resort also in the implementation of the plan of action for Major Programme III to South-South and triangular cooperation, as complementary modalities for delivery of the programme and to continue to develop partnerships with civil society, the private sector, research institutions, academia – notably UNESCO Chairs, organizations of the United Nations system, and other international organizations at all stages of programme development, in order to:
 - (i) advance analytical capacities to understand interactions between social, environmental and economic systems, and better manage synergies between efficiency, equity and sustainability policy goals;
 - (ii) enhance the role of humanities and philosophy in policy debates, with a focus on respect for human rights and dignity, gender equality, and social justice;
 - (iii) provide upstream policy advice to achieve the Sustainable Development Goals, including through the MOST Programme, the Inclusive Policy Lab and futures literacy, strengthen science, technology and innovation (STI) systems, and upscale efforts for the realization of the right to science and scientific freedom through the development elaboration and implementation of a dedicated programme anchored in the 2017 Recommendation on Science and Scientific Researchers;
 - (iv) develop foresight and futures literacy capacities in order to find innovative solutions to contribute to the achievement of the 2030 Agenda for Sustainable Development;
 - (v) advance global ethical frameworks and actions, and ensure development of capacities in science and technologies, addressing challenges of digital innovations, such as those of artificial intelligence (AI), gene-editing, internet of things, neuro- technologies, climate engineering and quantum computing among others;
 - (vi) support Member States in implementing the Recommendation on the Ethics of Artificial Intelligence, based notably on the Readiness Assessment and the Ethical Impact Assessment, and ensure the responsible and transparent development of

these technologies, so they are accountable, inclusive, diverse and respectful of privacy, and in line with the rule of law;

- (vii) strengthen the work on intercultural dialogue by implementing the framework of intercultural dialogue, increasing capabilities and enhancing the linkages between intercultural dialogue programmes such as the Silk Roads, and the Khiva process, among others;
 - (viii) tackle all forms of racism and discrimination, notably through the advancement of research and capacity development activities, including in the context of the Annual Global Forum Against Racism and Discrimination, the Antiracism toolkit, the Master Classes series against Racism and Discrimination and the strengthening of the Route of Enslaved Peoples;
 - (ix) support gender-transformative approaches and effective policy, institutional and legislative actions that promote gender equality, gender-based resilience, and positive redefinitions of cultural and social norms through the “Transforming MEN’talities initiative, and combat prejudices and harmful gender stereotypes and all forms of violence against women and girls;
 - (x) leverage the power of sports for development, social cohesion, peace and gender equality, and strengthen the Fit for Life Initiative and Quality Physical Education (QPE), that are measuring the contribution of sports to these higher goals;
 - (xi) support an effective implementation of the International Convention against Doping in Sport by governments, to mobilize stakeholders and drive change in the global ecosystem of sport values, ethics and integrity through adequate support, guidance, resources and appropriate capacity tools;
 - (xii) ensure youth engagement in the co-creation of knowledge and decision-making, by supporting youth-led research and youth-led action with social impact in all areas of UNESCO’s mandate particularly through its new Global Youth Grant Scheme and related Multi-Donor Special Account;
- (d) to allocate for this purpose for the period 2024-2025 the integrated budget amount under all sources of funds, as indicated in the Appropriation Resolution under Part II.A – Social and Human Sciences;

2. *Requests* the Director-General:

- (a) to implement the various activities authorized by this resolution including through intersectoral cooperation, to achieve the outcomes and the outputs pertaining to Major Programme III;
- (b) to report periodically to the governing bodies, in statutory reports, on the execution of the programme adopted by the General Conference and the achievement of the following outcomes and outputs:

Outcome 1 – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Output 1.SHS6 Member States better positioned to develop quality sport and physical education (PE) inclusive and participatory policies that leverage the power of sport for development and active learning, and implement anti-doping policies and frameworks promoting sports values, ethics and integrity;

Outcome 7 – Promote inclusion and combat discrimination, hate speech and stereotypes

Output 7.SHS1 Member States' capacities strengthened to advance effective social policies and practices, addressing the social impact of inequalities, climate transition and the digital transformation, and advise on effective policies and institutions to achieve inclusive development through the promotion of human rights, scientific freedom, intercultural dialogue and understanding, and by tackling all forms of discrimination and racism;

Output 7.SHS2 Member States' capacities strengthened in applying social and human scientific frontier knowledge to devise effective policy solutions to advance an inclusive development agenda addressing the multiple crisis and facing the social impact of climate change

Output 7.SHS3 Member States' capacities are strengthened to scale up their policy, institutional and legislative actions towards gender equality, and to eliminate gender-based violence and discrimination, gender biases and stereotypes, including in the digital world.

Output 7.SHS4 Member States' capacities strengthened to devise and prioritize effective youth policies and interventions and to scale up youth-led solutions at global, regional, national and local levels;

Outcome 8 – Foster knowledge sharing and skills development in the digital age

Intersectoral Output 8.IP4 National capacities strengthened to empower learners of all ages, women and men, with digital competencies and Media and Information Literacy skills

Outcome 9 – Develop ethical standards, norms and frameworks for action to meet the challenges of innovative technologies and digital transformation

Output 9.SHS5 Member States' capacities and policies strengthened to benefit from AI, gene editing, neuro-technologies, quantum technologies and other frontier technologies, and to address the associated risks, including inequalities and discrimination, in line with international ethical standards, recommendations and frameworks;

Intersectoral Output 9.IP5 Institutional capacities strengthened for harnessing the benefits of artificial intelligence in all areas of UNESCO's competence, while addressing the ethical challenges and ensuring the use of digital technologies to promote, protect and fulfil human rights and fundamental freedoms.

05000 – Draft Resolution for Major Programme IV – Culture

The General Conference,

1. *Authorizes* the Director-General:

- (a) to continue implementing during the period 2024-2025 the plan of action for Major Programme IV, contributing to the Organization's four strategic objectives and its nine outcomes within the framework of the Medium-Term Strategy (41 C/4), by aiming to support the realization of the Sustainable Development Goals (SDGs), including SDG target 11.4 and taking into account the transversal role of culture for sustainable development;
- (b) to contribute to the Organization's global priorities to address the needs of Africa and promote gender equality, paying particular attention to least developed countries (LDCs) and small island developing States (SIDS), and to meet the needs of youth and the most vulnerable segments of society, including indigenous peoples and marginalized groups;
- (c) to resort also, in the implementation of the plan of action for Major Programme IV, to South-South and triangular cooperation and to continue to develop partnerships with other organizations of the United Nations system and international and regional organizations, cities networks, civil society, academia, and the private sector at all stages of programme implementation, in order to:
 - (i) promote culture and the creative economy and safeguard cultural and natural heritage in response to the global challenges addressed by the 2030 Agenda for Sustainable Development as well as the global crisis triggered by the COVID-19 pandemic, by implementing the six UNESCO culture conventions and the recommendations associated with them, and supporting Member States in translating their provisions into national policies and strategies;
 - (ii) strengthen Member States' capacities to prepare and address the negative effects and impacts on culture of emergencies, including armed conflicts, disasters and civil unrest, and enhance the fight against illicit trafficking of cultural property through policy advice, capacity building and technical support;
 - (iii) harness the potential of heritage and the creative economy to build more inclusive, just and peaceful societies by supporting the promotion, monitoring and measurement of the contribution of culture to the achievement of the SDGs and the review and adaptation of cultural policies and strategies, through consolidating networks at the regional, national and local levels and promoting intergovernmental dialogue and cooperation;
 - (iv) support Member States' efforts, including through intersectoral cooperation, to strengthen the transversal role of culture across other policy domains, notably to advance inclusive quality education by integrating culture in educational pedagogies, curricula and tools; address the impact of climate change on culture while promoting the integration of the safeguarding of cultural and natural heritage in Member States' policies and strategies for climate change mitigation and adaptation; and promote human rights and fundamental freedoms in UNESCO's fields of competence for open, inclusive and pluralistic societies, and as a prerequisite to the creation of and access to diverse cultural expressions, particularly in the digital environment;

- (d) to allocate for this purpose for the period 2024-2025 the integrated budget amount under all sources of funds, as indicated in the Appropriation Resolution under Part II.A - Major Programme IV - Culture;

2. *Requests* the Director-General:

- (a) to implement the various activities authorized by this resolution, including through intersectoral cooperation, to achieve the outcome and the outputs pertaining to Major Programme IV;
- (b) to report periodically to the governing bodies, in the statutory reports, on the execution of the programme adopted by the General Conference and the achievement of the following outcome and outputs:

Outcome 1 – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Intersectoral Output 1.IP1 Member States capacities strengthened to enhance the quality of education, nurture creativity and promote respect for cultural diversity

Outcome 5 – Enhance the protection and promotion of the diversity of heritage and cultural expressions

Output 5.CLT1 Member States' capacities strengthened to identify, protect and manage tangible heritage;

Output 5.CLT2 Member States' capacities strengthened to fight the illicit trafficking of cultural property and promote its return and restitution, to protect underwater cultural heritage and to promote the role of museums for societies;

Output 5.CLT3 Member States' capacities strengthened for better preparedness, mitigation and response to emergencies affecting culture, including in situations of armed conflict and disaster;

Output 5.CLT4 Member States' and communities' capacities strengthened to identify, safeguard and promote living heritage;

Output 5.CLT5 Member States' and civil society' capacities strengthened to protect and promote the diversity of cultural expressions through dynamic and inclusive cultural and creative industries;

Output 5.CLT6 Member States' capacities strengthened to promote, monitor and measure the contribution of culture to the implementation of the 2030 Agenda for Sustainable Development at the local, national and regional levels;

Intersectoral Output 5.IP3 Member States capacities and awareness are strengthened to protect, safeguard and promote Indigenous knowledge, cultures, and languages through inclusive policies and targeted action.

06000 – Draft Resolution for Major Programme V – Communication and Information

The General Conference,

1. *Authorizes* the Director-General:

- (a) to continue implementing during the period 2024-2025 the plan of action for Major Programme V, contributing to the Organization's four strategic objectives and its nine outcomes within the framework of the Medium-Term Strategy (41 C/4), by aiming to support the realization of the Sustainable Development Goals (SDGs), in particular SDG target 16.10, "ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements", and its related SDG indicators 16.10.1 and 16.10.2;
- (b) to contribute to the Organization's global priorities to promote gender equality and address the needs of Africa, paying particular attention to least developed countries (LDCs) and small island developing States (SIDS), and to meet the needs of youth and the most vulnerable segments of society, including indigenous peoples, persons with disabilities and marginalized groups;
- (c) to resort also, in the implementation of the plan of action for Major Programme V, to South-South and North-South-South cooperation as complementary modalities for delivery of the programme, and to continue to develop partnerships with civil society, academia, professional organizations, the private sector, organizations of the United Nations system and other international and regional organizations at all stages of programme development and implementation, in order to:
 - (i) promote freedom of expression, safety of journalists and the right to information, both online and offline, and spearhead the implementation of the United Nations Plan of Action on the Safety of Journalists and the Issue of Impunity, with a particular focus on women journalists, as well as foster the development of free, pluralistic and independent media, with an emphasis on promoting media viability and gender equality in and through the media;
 - (ii) promote media and information literacy and digital competencies for all, including to empower citizens, in particular youth, to adopt a critical mindset when engaging with information and digital technologies, and to build their resilience in the face of disinformation, hate speech, violent extremism and radicalization;
 - (iii) foster the building of inclusive knowledge societies underpinned by universal access to information, through the promotion of open solutions (open educational resources, open access and open data); the preservation and accessibility of documentary heritage; and the promotion of multilingualism and linguistic diversity, including in the framework of the International Decade of Indigenous Languages (2022-2032);
 - (iv) promote an inclusive digital transformation and an ethical and rights-based development and use of frontier technologies, such as artificial intelligence, in line with the concept of Internet universality with an Internet that respects the principles of human rights, openness, accessibility and multi-stakeholder participation, with a view to bridging digital and knowledge divides, and to enabling stakeholders to actively participate in, and benefit from, innovation and digital technologies;
- (d) to allocate for this purpose, for the period 2024-2025, the integrated budget amount under all sources of funds, as indicated in the Appropriation Resolution under Part II.A – Major Programme V – Communication and information;

2. *Requests* the Director-General:

- (a) to implement the various activities authorized by this resolution, including through intersectoral cooperation, to achieve the outcomes and the outputs pertaining to Major Programme V;
- (b) to report periodically to the governing bodies, in statutory reports, on the execution of the programme adopted by the General Conference and the achievement of the following outcomes and outputs:

Outcome 5 – Enhance the protection and promotion of the diversity of heritage and cultural expressions

Output 5.CI1 Member States have enhanced capacities to promote and protect linguistic diversity and multilingualism, including in the framework of the International Decade of Indigenous Languages (2022-2032);

Intersectoral Output 5.IP3 Member States capacities and awareness are strengthened to protect, safeguard and promote Indigenous knowledge, cultures, and languages through inclusive policies and targeted action;

Outcome 6 – Promote freedom of expression and the right to information

Output 6.CI2 Member States have strengthened capacities and raised awareness to enhance norms and policies related to freedom of expression, press freedom, safety of journalists, including women journalists, and the right to access information, online and offline;

Output 6.CI3 Member States and media institutions enabled to strengthen media development and media pluralism, including through the International Programme for the Development of Communication (IPDC);

Outcome 8 – Foster knowledge sharing and skills development in the digital age

Output 8.CI4 Member States are enabled to foster universal access to information and knowledge, including through the Information for All Programme (IFAP), as well as through open solutions, and through the identification, preservation and accessibility of documentary heritage;

Output 8.CI5 Member States have strengthened institutional and human capacities to integrate media and information literacy (MIL) in policies and strategies, and to bridge the digital and knowledge divides, through the development of digital skills and competencies, particularly in the small island developing States (SIDS), and among women and girls and different marginalized and vulnerable groups;

Intersectoral Output 8.IP4 National capacities strengthened to empower learners of all ages, women and men, with digital competencies and Media and Information Literacy skills;

Outcome 9 – Develop ethical standards, norms and frameworks for action to meet the challenges of innovative technologies and digital transformation

Output 9.CI6 Member States have enhanced their policies for inclusive digital transformation and artificial intelligence (AI) development, and are enabled to address the digital and knowledge divides, including gender-based divides;

Intersectoral Output 9.IP5 Institutional capacities strengthened for harnessing the benefits of artificial intelligence in all areas of UNESCO's competence, while addressing the ethical challenges and ensuring the use of digital technologies to promote, protect and fulfil human rights and fundamental freedoms.

07000 – Draft Resolution for the UNESCO Institute for Statistics (UIS)

The General Conference,

Taking note of the report by the Governing Board of the UNESCO Institute for Statistics (UIS) for 2022-2023,

1. *Requests* the Governing Board of the UNESCO Institute for Statistics (UIS) to ensure that the Institute's programme, with the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs) at its core, maintains emphasis on the needs of Africa, gender equality, least developed countries (LDCs) and small island developing States (SIDS) as well as the most vulnerable segments of society, and focuses on the following priorities:
 - (a) develop and maintain appropriate methodologies which reflect the needs and challenges that apply to countries at all stages of development;
 - (b) apply the highest professional standards based on the principles governing international statistical activities, which include transparency, accountability and the most efficient use of resources;
 - (c) collect, process, aggregate from partners, verify, analyse and disseminate high quality, relevant, cross-nationally comparable data about education, science, culture and communication;
 - (d) develop frameworks and act as a facilitator of partnerships to reinforce the capacities of national statistical offices and line ministries to produce and use high quality statistics;
 - (e) provide open access to UIS data and other products to different types of users, such as governments, international and non-governmental organizations, foundations, researchers, journalists and the wider public;
2. *Authorizes* the Director-General to allocate for this purpose, for the period 2024-2025, the integrated budget amount under all sources of funds, as indicated in the Appropriation Resolution under Part II.A - UNESCO Institute for Statistics;
3. *Invites* Member States, international organizations, development and donor agencies, foundations and the private sector to contribute financially or by other appropriate means to the implementation and expansion of the activities of the UNESCO Institute for Statistics (UIS);
4. *Requests* the Director-General to report periodically to the governing bodies, in the statutory reports, on the achievement of the following outcomes and outputs:

Outcome 2 – Strengthen international coordination for the achievement of SDG 4 and develop the global education agenda based on research, foresight and innovation

Output 2.UIS1 Global leadership in the monitoring of the SDG 4-Education 2030 agenda enhanced through the development of internationally agreed norms and standards and the collection, production and distribution of timely and high-quality data;

Output 2.UIS2 Member States capabilities to design policies and implement the SDG 4-Education 2030 agenda supported through strengthening capacity to monitor and report against SDG 4 targets;

Output 2.UIS3 Response for relevant policy needs provided to develop the global education agenda, based on research, foresight and innovation;

Outcome 4 – Advance international cooperation in science, technology and innovation

Output 4.UIS4 Evidence-based policy formulation and monitoring of progress towards SDGs facilitated through the provision of timely and globally comparable data for science;

Outcome 5 – Enhance the protection and promotion of the diversity of heritage and cultural expression

Output 5.UIS5 Evidence-based policy formulation and monitoring of progress towards SDGs facilitated through the provision of timely and globally comparable data for culture.

09100 – Draft Resolution for Priority Africa and External Relations Sector

The General Conference,

1. *Authorizes* the Director-General:

A. to continue implementing during the period 2024-2025 the plan of action for the Priority Africa and External Relations Sector (PAX) in order to:

- (a) coordinate and ensure cohesion and complementarity of activities and actions carried out across the Priority Africa and External Relations Sector and their alignment with the Organization's vision, strategic direction and programmatic priorities;

Priority Africa

(b) to implement the Operational Strategy for Priority Africa (2022-2029) ensuring the consistency and complementarity of programmes to benefit Africa, developed in accordance with the relevant decisions of the governing bodies, and within the frameworks of the 2030 Agenda for Sustainable Development and the African Union's Agenda 2063: The Africa We Want, in order to:

- (i) strengthen and improve the coordination and monitoring of action to benefit UNESCO Member States from the African Union, in line with the Operational Strategy for Priority Africa (2022-2029);
- (ii) enhance future-oriented reflection and foresight initiatives in respect of the development challenges and opportunities of UNESCO's Member States from the African Union through analysis and identification of these challenges and opportunities within the frameworks of the 2030 Agenda for Sustainable Development and the African Union's Agenda 2063: The Africa We Want;
- (iii) strengthen the strategic partnerships with all African Member States, including African Member States from electoral groups V(a) and V(b), the African Union Commission (AUC) and the Regional Economic Communities (RECs), including through the Joint Coordination Mechanism of UNESCO and the AUC; the United Nations agencies, particularly through the Regional Collaborative Platform (RCP) for Africa, by ensuring increased participation in and contribution to Africa's development agenda, taking into consideration UNESCO's comparative advantage; UNESCO's strategic contribution to the various RCP clusters being ensured with the support of the field network in Africa and the programme sectors, under the coordination of the UNESCO Liaison Office in Addis Ababa and the Africa Department;
- (iv) mobilize and reinforce the partnerships and networks that help promote a culture of peace in Africa, mainly through the joint organization of UNESCO, the African Union and the Angolan government of the upcoming Pan-African Forums for a Culture of Peace in Africa, "Biennale of Luanda", the establishment of the "African School for Peace" in Côte d'Ivoire and the organization of specific initiatives by local and regional stakeholders;
- (v) broaden and bolster, on the basis of comparative advantages, the complementarity of action with other United Nations system agencies, funds and programmes active in Africa;

- (vi) promote social mobilization and outreach for the enhancement of Global Priority Africa, including enhanced partnerships and visibility with non-traditional donors;
- (vii) ensure that Global Priority Africa is implemented as an integral component of major programmes and feature within sectoral planning processes;
- (viii) monitor the prioritization of Global Priority Africa by programme sectors, at all stages of programming and implementation;
- (ix) enhance the reporting on Global Priority Africa and its Operational Strategy (2022-2029), to reflect the impact and progress achieved, based on implementation by the programme sectors, including the monitoring of all funds allocated to Global Priority Africa through a clear and transparent budget tracking mechanism;
- (x) mobilize voluntary contributions for the implementation of Global Priority Africa, with specific attention to the establishment of private partnerships, including through the involvement of field offices in Africa;

External Relations

- (c) consolidate relations with Member States, and to that end:
 - (i) develop relations with Member States, Associate Members, observers and territories;
 - (ii) monitor relations with the host country and provide protocol services to members of the Secretariat and the diplomatic community accredited to UNESCO;
 - (iii) continue to support and encourage non-Member States to join the Organization so as to ensure the greatest possible degree of universality;
 - (iv) pursue close cooperation with Permanent Delegations and established groups of Member States at UNESCO, which will receive support to organize their plenary meetings, as well as certain groups of countries at the subregional and regional levels having special needs, such as least developed countries (LDCs), post-conflict and post-disaster countries (PCPD) and small island developing States (SIDS), which will receive particular attention;
 - (v) hold information meetings with Permanent Delegations on a regular basis on major issues and priority activities, and consultation meetings with Member States on strategic issues;
 - (vi) continue to provide transparent and easy access to analysis, information and data on cooperation with each Member State, including through a specific website that is updated regularly;
- (d) consolidate relations with National Commissions for UNESCO, and to that end:
 - (i) reinforce the capacities of National Commissions for UNESCO through the organization of the annual interregional meeting, training seminars and workshops for new Secretaries-General and other officials of National Commissions;

- (ii) strengthen the partnership of National Commissions for UNESCO with civil society networks, including NGOs and UNESCO Clubs;
 - (iii) reinforce the training of staff of the Secretariat to foster cooperation with National Commissions for UNESCO;
 - (iv) strengthen cooperation with National Commissions for UNESCO to improve the involvement of UNESCO's networks with international cooperation and dialogue;
 - (v) promote consultations, knowledge sharing and international cooperation between the National Commissions for UNESCO, in support of Headquarters and the field offices; support the reinforcement and pooling of capacities with a view to strengthening intersectorality; and promote and develop best practices in that area;
 - (vi) create, coordinate and share with National Commissions for UNESCO, at the regional and global levels, a database of experts in UNESCO's different fields;
 - (vii) strengthen support for the UNESCO Associated Schools Network (ASPnet) and the University Twinning and Networking Programme (UNITWIN);
 - (viii) encourage Member States to strengthen support for their National Commissions for UNESCO;
- (e) strengthen relations with the United Nations system, and to that end:
- (i) enhance integration and strengthen UNESCO's role within the United Nations Development System (UNDS), and its cooperation with other United Nations specialized agencies, funds and programmes;
 - (ii) lead and coordinate UNESCO's participation in and contribution to United Nations system activities, in particular those aiming to enhance system-wide coherence, globally, regionally, and at the country levels, including in the context of the United Nations reform and as part of the resident coordinator system, and in accordance with the specific characteristics and needs of each region and subregion and with UNESCO's global priorities and priority groups;
 - (iii) coordinate UNESCO's participation in the United Nations reform discussions to ensure that the Organization's priorities are adequately reflected in close coordination with programme sectors, the Sector for Administration and Management (ADM), Bureau of Strategic Planning (BSP) and the field/liaison offices;
 - (iv) participate actively in United Nations intergovernmental bodies and inter-agency mechanisms, including in particular the United Nations General Assembly, and the Economic and Social Council;
 - (v) coordinate UNESCO's participation in the United Nations' integrated assistance to early recovery and reconstruction, including through the Office for the Coordination of Humanitarian Affairs (OCHA) consolidated appeals and flash appeals, United Nations/World Bank joint needs assessments, the Inter-Agency Standing Committee/Executive Committee on Humanitarian

Affairs (IASC/ECHA) and other common programming and funding mechanisms;

- (vi) undertake regular monitoring of implementation of memorandums of understanding signed with United Nations agencies and other intergovernmental organizations, and possibly sign new agreements;

Field Coordination

- (f) enhance the ability to respond efficiently and effectively to the needs of Members States in the field through a sustainable field network and to that end:
 - (i) ensure the overall management of the field network;
 - (ii) provide support as well as strategic and political guidance to field offices through guidance, coordination, communication and backstopping;
 - (iii) enhance interaction between Headquarters and field offices and among field offices themselves;
 - (iv) ensure strategic engagement in the rollout of the overall strategy for UNESCO's presence in the world, as decided by the governing bodies, in order to ensure effective planning and implementation of the Organization's programmes and actions at the country and regional levels through the UNESCO field offices and to ensure their active participation in United Nations joint programming exercises and initiatives at the country and regional levels in response to national, subregional and regional priorities, as appropriate;

B. to allocate for this purpose, for the period 2024-2025, the integrated budget amount under all sources of funds, as indicated in the Appropriation Resolution under Part II.B – Priority Africa and External Relations;

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

Enabling Outcome 10 – Reinforced partnerships, outreach and advocacy in support of UNESCO's action

Output 10.PAX1 Coordinated, comprehensive and strategic policy advice continuously provided to the Director-General and senior management as regards relations with Member States, United Nations system organizations and other intergovernmental organizations, National Commissions for UNESCO, Goodwill Ambassadors and field offices;

Output 10.PAX2 Sustainability of the field network strengthened to respond efficiently and effectively to the needs of Members States, in accordance with the specific characteristics and needs of each region and subregion and with UNESCO's global priorities and priority groups;

Output 10.PAX3 Impact and visibility of UNESCO's programmes in Africa strengthened through enhanced coordination and monitoring of the Operational Strategy for Priority Africa (2022-2029), and better understanding of Africa's development opportunities and challenges;

Output 10.PAX4 Support to Priority Africa enhanced through increased and more efficient strategic partnerships with public and private stakeholders;

Output 10.PAX5 Cooperation with Member States increased, particularly through their Permanent Delegations to UNESCO and the established groups of Member States at UNESCO, National Commissions for UNESCO as well as relevant regional intergovernmental organizations;

Output 10.PAX6 Cooperation with the United Nations system in the context of the United Nations Development System reform is better articulated and strengthened at the global, regional and country levels.

09200 – Draft Resolution for Coordination and monitoring of action to implement gender equality

The General Conference,

1. *Authorizes* the Director-General:

- (a) To continue implementing during the period 2024-2025 UNESCO's Global Priority Gender Equality that is mainstreamed throughout the Medium-Term Strategy for 2022-2029 (41 C/4) and the Programme and Budget for 2022-2025 (41 C/5), and to ensure that global priority gender equality becomes "everyone's business" by:
 - (i) supporting senior management and governing bodies with a strategic function to strengthen UNESCO's normative and policy frameworks, processes and tools and to implement priority gender equality transversal themes across all UNESCO fields of competence;
 - (ii) strengthening UNESCO's gender equality architecture and programming through a coordination function which creates new opportunities for the implementation of gender-transformative intersectoral action between programme sectors, at Headquarters and in the field, and with corporate services;
 - (iii) supporting the design of flagship initiatives, undertaking research and producing new knowledge on gender equality across UNESCO's mandate through an innovation function that can inspire new policies and programmes as well as inform global, regional and national-level debates, advocacy and communication campaigns;
 - (iv) equipping staff with the competencies and skills they need to fully implement Global Priority Gender Equality through a capacity development function that will lead to policy and legislative technical assistance initiatives, the production of new modalities for peer-to-peer learning, knowledge exchange mechanisms and tools;
 - (v) reporting and communicating on the impact of transversal priorities for gender equality through a monitoring function that builds on the results of needs assessments, gender analysis, the collection of sex disaggregated data and lessons learned from sharing best practices generated by programme sectors, at Headquarters and in the field, and at the UNESCO Institute for Statistics (UIS);
 - (vi) representing UNESCO in the work of the United Nations and other multilateral and bilateral organizations and forge partnerships for gender equality with UNESCO Chairs and National Commissions for UNESCO, civil society organizations, academia and the private sector;
- (b) to allocate for this purpose, for the period 2024-2025, the integrated budget amount under all sources of funds, as indicated in the Appropriation Resolution under Part II.B – Coordination and monitoring of action to implement Gender Equality;

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

Enabling Outcome 11 – Accountable, efficient and effective management in pursuit of the Organization's results

Output 11.GE1 Global priority gender equality is advanced in and through education, science, culture, communication and information.

09300 – Draft Resolution for Strategic planning

The General Conference,

1. *Authorizes* the Director-General:

- (a) to continue implementing during the period 2024-2025 the plan of action for strategic planning, in order to identify the Organization's strategic focus and orientations so that its mandate, strength and comparative advantage are harnessed in the best possible manner in pursuit of the priorities set by the Governing Bodies and by the Director-General, ensuring compliance and synergies with relevant global development frameworks, notably the 2030 Agenda for Sustainable Development and the Sustainable Development Goals for which UNESCO has a leading and coordinating role;
- (b) to deliver on this mandate by:
 - (i) Carrying out strategic planning, monitoring and reporting for improved programme design and delivery, including coordinating the preparation of the Organization's Programme and Budget and the statutory reports on programme implementation; and coordinating UNESCO's action for the benefit of the least developed countries (LDCs);
 - (ii) Leveraging partnership and resource mobilization to strengthen the impact and visibility of the Organization's programmes and contributing to the creation of a stronger enabling environment for partnerships by: enhancing partner engagement, including through regular partner consultations; strengthening staff capacities; organizing structured financing dialogues; elaborating knowledge resources; and refining systems and processes;
 - (iii) Articulating and positioning UNESCO's programmatic contribution in the context of the 2030 Agenda and global United Nations system-wide programming and supporting field offices' engagement in UN common country programming with timely reinforcement funds;
- (c) to allocate for this purpose, for the period 2024-2025, the integrated budget amount under all sources of funds, as indicated in the Appropriation Resolution under Part II.B – Strategic planning;

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

Enabling Outcome 10 – Reinforced partnerships, outreach and advocacy in support of the UNESCO's action

Output 10.BSP2 UNESCO's partnerships and resource mobilization optimized and leveraged to strengthen the impact and visibility of the Organization's programmes

Output 10.BSP3 UNESCO's programmatic priorities articulated in the context of the 2030 Agenda and contribution to United Nations inter-agency work strengthened

Enabling Outcome 11 – Accountable, efficient and effective management in pursuit of the Organization's results

Output 11.BSP1 Effective strategic planning, monitoring, reporting and coordination of cross-cutting matters ensured in support of improved programme design and delivery.

09400 – Draft Resolution for Communication and public engagement

The General Conference,

1. *Authorizes* the Director-General:

- (a) to continue implementing during the period 2024-2025 the plan of action for communication and public engagement, and to that end:
 - (i) inform, inspire and engage the general public, journalists and partners in UNESCO's programme and activities;
 - (ii) produce editorial content reflecting the impact of the Organization's programme and activities and that of its networks, disseminate it through all relevant channels;
 - (iii) reinforce collaboration with the media and promote media opportunities for UNESCO leaders and experts;
 - (iv) develop communications partnerships to create multiplier effects and enhance UNESCO's image and outreach and those of its networks in consultation with Member States and their National Commissions for UNESCO;
 - (v) develop public information and outreach at Headquarters, in particular through the visitors' service;
 - (vi) support the communication and promotion of UNESCO events;
 - (vii) by means of the Publications Board, ensure the quality and relevance of publications, which are intellectual products of the Organization;
 - (viii) develop the dissemination of publications by developing co-publishing partnerships and improving the online sales mechanism;
 - (ix) pursue the open-access policy to provide current, future and past content in an available format compatible with the concept;
 - (x) publish quarterly and in six languages the UNESCO Courier in print and digital versions with the voluntary contributions funds allocated for that purpose;
 - (xi) continue to provide the book and gift shop services, ensuring that they meet customers' needs;
 - (xii) foster graphical, editorial and technical coherence of the integrated unesco.org web platform, so as to meet the needs of the audiences concerned;
 - (xiii) Streamline communications expenses across the house, notably regarding communication in emergencies, crisis preparedness and response, to ensure that voluntary contributions contribute to coordinated communication efforts, maximizing the visibility of partners and UNESCO's impact.
- (b) Pursue the mobilization of partners, voluntary contributions and other sources to accelerate several key communication strategic initiatives, notably in the area of audiovisual content production and broadcast, as well as publications planning, storage and outreach to allocate for this purpose for the period 2024-2025, the integrated budget amount under all sources of funds, as indicated in the Appropriation Resolution under Part II.B – Communication and Public Engagement;

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

Enabling Outcome 10 – Reinforced partnerships, outreach and advocacy in support of UNESCO's action

Output 10.CPE1 UNESCO's image enhanced and role recognized as a key solution provider for the 2030 Agenda in the Organization's areas of competence.

09500 – Draft Resolution for Field offices – programme management and support services

The General Conference,

1. *Authorizes* the Director-General:

- (a) to continue implementing during the period 2024-2025 the plan of action for the management of the field offices in order to:
 - (i) pursue the optimization of UNESCO's field network in alignment with the United Nations key system-wide strategic policy orientations and operational modalities for development cooperation and with relevant resolutions adopted by the General Conference at its 41st session, and any other relevant decisions of UNESCO's governing bodies;
 - (ii) ensure strategic engagement in the rollout of the overall strategy for UNESCO's presence in the world, and implementation of the reorganization of the field network, as decided by the governing bodies, including carrying out the planning and implementation of the Organization's programmes and actions at the country and regional levels through the UNESCO field offices and ensure their active participation in United Nations joint programming exercises and initiatives at the country and regional levels in response to national, subregional and regional priorities, as appropriate;
 - (iii) ensure increased accountability of field offices;
 - (iv) manage the staffing of field offices as regards the posts of directors/heads and core support staff;
 - (v) manage, administer and monitor the implementation of field offices' security and operating expenditures, and reinforce their capacities through support, training and assessment of staffing needs;
 - (vi) provide targeted support and strengthen the capacity of field offices and liaison offices for resource mobilization and partnerships development;
 - (vii) orient, implement and comply with United Nations security management system (UNSMS) field security policies, directives and procedures;
- (b) to allocate for this purpose, for the period 2024-2025, the integrated budget amount under all sources of funds, as indicated in the Appropriation Resolution under Part II.B – Field Offices programme management and support services;

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

Enabling Outcome 10 – Reinforced partnerships, outreach and advocacy in support of UNESCO's action

Output 10.FLD1 Effective engagement and advocacy of field offices;

Output 10.FLD4 UNESCO field offices empowered to strengthen resource mobilization at the decentralized level;

Enabling Outcome 11 – Accountable, efficient and effective management in pursuit of the Organization's results

Output 11.FLD2 Responsiveness and sustainability of the field network enhanced;

Output 11.FLD3 Administrative and operational support enhanced by addressing existing and emerging needs;

Output 11.FLD5 UNESCO's security provisions for staff members, dependents and assets in the field strengthened.

10100 – Draft Resolution for the Participation Programme and Fellowships Programme

The General Conference,

A. Participation Programme

1. *Authorizes* the Director-General to continue implementing, during the period 2024-2025, the Programme of Participation in the activities of Member States, in accordance with the principles and conditions approved by the General Conference at its 41st session;
2. *Invites* the Director-General:
 - (a) to communicate without delay, in order to enhance the presentation, follow-up to and evaluation of the projects submitted under the Participation Programme, to the National Commissions for UNESCO or, where there is no National Commission, through the designated government channel, the reasons for modifying or denying the requested amounts;
 - (b) to inform the National Commissions for UNESCO, or where there is no National Commission, the designated government channel, of all projects and activities undertaken by international non-governmental organizations in their respective countries with support from the Participation Programme;
 - (c) to submit a biennial report on the implementation of the Participation Programme and emergency assistance as part of the statutory report (EX/4) on the execution of the programme adopted by the General Conference to the Executive Board at its session directly preceding the General Conference session;
 - (d) to ensure that the percentage of the Participation Programme funds for emergency assistance, international non-governmental organizations and regional activities does not exceed 7%, 5% and 3% respectively of the allocated amount for the Participation Programme for a given biennium;
 - (e) to seek extrabudgetary funds to supplement the emergency assistance programme for 2024-2025 as needed;
 - (f) to identify ways and means of strengthening the Participation Programme in the forthcoming biennium for the benefit of the least developed countries (LDCs), developing countries, post-conflict and post- disaster countries, small island developing States (SIDS) and countries in transition;
3. *Requests* the Director-General to report periodically to the governing bodies, in the statutory reports, on the execution of the programme adopted by the General Conference and the achievement of the following outcome and output:

Enabling Outcome 10 – Reinforced partnerships, outreach and advocacy in support of UNESCO's action

Output 10.PPF1 Participation Programme management significantly improved allowing greater transparency, timely coordination among sectors and responsiveness, and an increase in the number of projects approved for gender equality and countries in need, particularly in Africa, developing countries, least developed countries (LDCs), and small island developing States (SIDS);

B. Fellowships Programme

1. *Authorizes* the Director-General to continue implementing, during the period 2024-2025, the plan of action for the Fellowships Programme in order to:
 - (a) contribute to the enhancement of human resources and national capacity building in areas that are closely aligned to UNESCO's strategic objectives and programme priorities, in particular Africa and gender equality, through the award and administration of fellowships;
 - (b) negotiate cost-sharing arrangements either in cash or in kind with interested donors to fund fellowships through co-sponsored fellowship programmes;
 - (c) explore possibilities of strengthening the Fellowships Programme through partnerships with civil society and non-governmental organizations;
2. *Requests* the Director-General to report periodically to the governing bodies in the statutory reports on the execution of the programme adopted by the General Conference and the achievement of the following outcome and output:

Enabling Outcome 10 – Reinforced partnerships, outreach and advocacy in support of UNESCO's action

Output 10.PPF2 Fellowships Programme management enhanced to align thematic areas with the Organization's strategic objectives;

C. Appropriation for the Participation Programme and Fellowships Programme

Authorizes the Director-General:

- (a) to allocate for the period 2024-2025 for the Participation Programme the integrated budget amount under the regular programme budget of \$12,247,763;
- (b) to allocate also for the period 2024-2025 for the Fellowships Programme in order to honour UNESCO obligations under cost-sharing arrangements with donors in the framework of the co-sponsored fellowships programmes the integrated budget amount under the regular programme budget of \$1,116,676;
- (c) to allocate further for the period 2024-2025 for staff and operating costs of the Participation Programme and Fellowships Programme unit the integrated budget amount under the regular programme budget of \$1,484,661.

11000 – Draft Resolution for Corporate services

The General Conference,

1. *Authorizes* the Director-General:

A. to continue implementing during the period 2024-2025 the plan of action for the Sector for Administration and Management in order to:

(a) be accountable for and enable transparent, efficient and effective management in pursuit of the Organization's results; the Sector will continue to improve services provided to support programme implementation, in all locations, and where possible, improvements in efficiency, quality and timely delivery of services will be made by adopting a risk-based approach;

Human resources management

(b) assess periodically the progress made in the implementation of the UNESCO Human Resources Management Strategy for 2023-2027 in line with organizational priorities and available financial and human resources;

Financial management

(c) lead financial planning *inter alia* through the coordination of the preparation of the Integrated Budget Framework proposal, ensure prudent financial management and enhanced financial reporting and compliance with internal financial controls;

Digital business solutions

(d) ensure resilient global digital operations and quality service delivery, within an enhanced cyber security environment, that correspond to the needs of internal and external stakeholders;

Organization of conferences, languages and documents

(e) ensure a client-oriented management of conferences, translation, interpretation, production and distribution of documents and publications;

Operational support

(f) provide support for programme implementation and procurement and the management of premises, including renovation, subject to funding, in cooperation with the Headquarters Committee;

Management of security and safety

(g) reinforce security arrangements at Headquarters and field offices, where appropriate;

Headquarters common costs

(h) ensure the effective and transparent management of costs for Headquarters maintenance, utilities and common information technology (IT) costs;

B. to allocate for this purpose, for the period 2024-2025, the integrated budget amount under all sources of funds, as indicated in the Appropriation Resolution under Part III – Corporate Services.

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

Enabling Outcome 11 – Accountable, efficient and effective management in pursuit of the Organization's results

Output 11.ADM1 UNESCO's operational models and practices improved to ensure environmental and social sustainability, accessibility of operations and business continuity, mature risk management processes and organizational resilience;

Output 11.HRM1 Staffing, learning and development, and staff well-being policies developed and implemented in support of a more diverse, inclusive, efficient and agile working environment, as described in the Human Resource Management Strategy for 2023-2027;

Output 11.BFM1 Prudent financial management, while maintaining the internal controls and ensuring compliance, supported by appropriate and timely management and financial reporting;

Output 11.DBS1 More integrated and properly codified project and knowledge management in support of programme delivery;

Output 11.DBS2 Provision of a resilient IT infrastructure, and best-in-class service management to enable effective programme delivery;

Output 11.DBS3 Provision of cyber security and digital risk management;

Output 11.CLD1 Business-focused support enhanced to ensure efficient programme delivery;

Output 11.OPS1 Procurement and contracting function enhanced at HQ and in support of the field network, and programme implementation facilities' effective management and sustainable financing ensured;

Output 11.SSM1 Security and safety of the work environment enhanced.

VOLUME 2 – DRAFT PROGRAMME AND BUDGET

Part I - General Policy and Direction

I.A - Governing Bodies

- 00101** The Governing Bodies Secretariat (GBS) coordinates the work of UNESCO's decision-making bodies and provides critical services to Member States in support of their advisory and oversight functions vis-a-vis the organization. In the new biennium, the working methods of the GBS will be further strengthened, paying particular attention to ensuring an increase in efficiency and provision of high-quality services to Member States.
- 00102** As Member States' entry point for governance, GBS will provide tailor-made guidance to delegations on the Organization's institutional governance and provide coaching on key processes, including, for example, on how to present amendments, introduce new items, and adopt decisions and resolutions. It will also facilitate the logistics of informal meetings and provide regular and transparent communications to meet the information needs of the governing bodies and the Secretariat.
- 00103** GBS support will contribute to further strengthening the functioning of UNESCO's decision-making organs by providing delegations with updated tools for effective and transparent governance of the Organization; the introduction of new IT tools to better prepare and plan sessions; timely monitoring and follow-up of Executive Board decisions and General Conference resolutions; and other improvements to facilitate decision-making by Member States. In addition, GBS will continue to learn from the best practices of UN sister agencies and share UNESCO's good governance practices through its participation in inter-agency mechanisms, such as the UNGBS network.

I.A - Integrated Budget Framework by output and source of funds (in USD '000)

Output	Breakdown by source of funds - Revised Draft 42 C/5			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
A. Governing Bodies				
11.GBS1	10 638	-	-	10 638
Total, Part I.A	10 638	-	-	10 638

Results Framework

Enabling Outcome 11 – Accountable, efficient and effective management in pursuit of the Organization's results

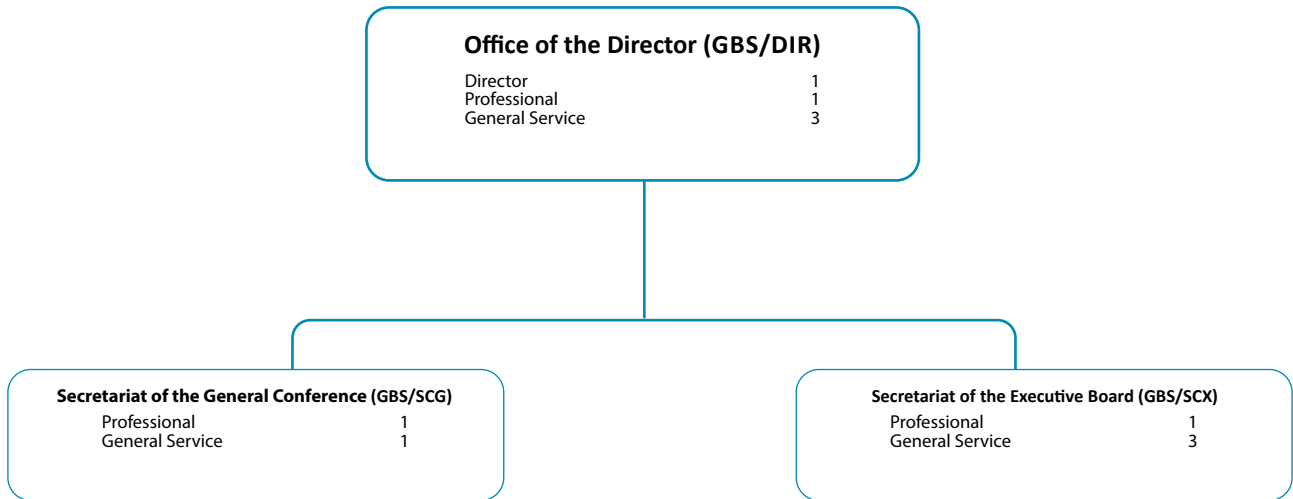
Output 11.GBS1 – Rational and cost-effective functioning of the governing bodies improved

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Budget expenditures contained	- Reduction of paper consumption by at least 60% through a "printed on demand" policy and by providing Member States alternative electronic sources of information (making	- Reduction of paper consumption by at least 80% through the "printed on demand" policy and by providing Member States alternative electronic sources of information	Same targets

	<p>available easy access to online documents via hyperlinks and QR codes)</p> <ul style="list-style-type: none"> - Further rationalization of the agenda, planning of sessions and methods of work (templates and guidelines provided for the preparation of documents) - Tools enhanced to improve information provided to Delegates (informal consultations, information meetings, use of INDICO) 	<p>(making available easy access to online documents via hyperlinks and QR codes)</p> <ul style="list-style-type: none"> - Further rationalization of the agenda, planning of sessions and methods of work - Tools enhanced to improve information provided to Delegates (informal consultations, information meetings, use of INDICO and working groups with Member States) 	
2. Changes in working methods pursued towards increased efficiency	<ul style="list-style-type: none"> - Optimizing the organization of thematic and information meetings by better preparation and planning - Providing proposals to allow Member States if they wish, to opt out of receiving paper versions of documents, printing complementary documents only when essential - Further rationalization of the dispersal of items in the reports of the follow up of Executive Board decisions and General Conference resolutions by appropriate regrouping by themes - Mechanisms established to help avoid unforeseen/unplanned requests 	<ul style="list-style-type: none"> - Continue to optimize the organization of thematic and information meetings by better preparation and planning - Providing proposals to allow Member States if they wish, to opt out of receiving only one paper version of documents printed on demand, printing complementary documents only when essential - Further rationalization of the dispersal of items in the reports of the follow up of Executive Board decisions and General Conference resolutions by appropriate regrouping by themes - Mechanisms established to help avoid unforeseen/unplanned requests (interpretation, translation, typists, room reservations with technical facilities) 	Same targets

Part I.A – Governing Bodies
Organizational Chart – Revised Draft 42 C/5
(Established Posts)

NUMBER OF POSTS	
HQ	
Director	1
Professional	3
General Service	7
TOTAL	11



I.B - Direction

Chapter 1 – Directorate

- 00201** UNESCO’s Directorate provides high-level strategic direction for the Organization. It steers the development and design of major programmatic and standard-setting initiatives to enable a comprehensive and relevant response to emerging global challenges in the Organization’s fields of competence. It ensures UNESCO’s strategic positioning and leadership role as an active and efficient partner within the United Nations system.
- 00202** Providing executive guidance to the Organization’s sectors and its field network, it oversees the development of cross-cutting and multidisciplinary responses in line with the objectives defined in the Organization’s Medium-term Strategy.
- 00203** The Directorate ensures the accountable, efficient, and effective management of the Organization. It advocates for an adequate, flexible, and predictable resource base to allow UNESCO to implement programmes and initiatives that best meet the evolving needs of its Member States. It provides direction for ongoing and new internal transformation processes aimed at building an organization that models the most efficient, resilient, results-oriented and ethical standards in the UN system.
- 00204** It supports the Director-General in the exercise of her corporate leadership function, including her representation role vis-à-vis Member States and other UNESCO partners at the Organization’s headquarters and during official missions to Member States, in order to promote the Organization’s flagship initiatives and programmes at the highest level.

Results Framework

Enabling Outcome 11 – Accountable, efficient and effective management in pursuit of the Organization’s results

Output 11.CAB1 – Rational and cost-effective functioning of the Directorate and Executive Office improved and UNESCO’s strategic positioning and leadership role as an active and efficient partner within the United Nations system in achieving the Sustainable Development Goals strengthened

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Consistency of actions with the Organization’s Medium-Term Strategy and the expectations and needs of the Member States ensured	UNESCO’s programmes and actions provide appropriate responses to Member States, in line with the objectives defined in the Organization’s Medium-Term Strategy, through in-depth dialogue with Member States.	UNESCO’s programmes and actions provide appropriate responses to Member States, in line with the objectives defined in the Organization’s Medium-Term Strategy, through in-depth dialogue with Member States	Same target
2. Major initiatives providing global responses and affirming the Organization’s leadership within the United Nations system in its fields of competence	The initiatives developed and implemented through the elaboration by UNESCO of a cross-cutting and multidisciplinary reflection on contemporary issues affecting	The initiatives developed and implemented through the elaboration by UNESCO of a cross-cutting and multidisciplinary reflection on	Same target

	its fields of competence resonate with the international community and benefit from partnerships within the United Nations system	contemporary issues affecting its fields of competence resonate with the international community and benefit from partnerships within the United Nations system	
3. Efforts to transform the Organization continued	The functioning of the Organization is improved to make its work and working methods more efficient, resilient and results-oriented	The functioning of the Organization is improved to make its work and working methods more efficient, resilient and results-oriented	Same target

Chapter 2 – Internal Oversight

00301 The Division of Internal Oversight Service (IOS) provides a consolidated and independent oversight mechanism, covering internal audit, evaluation, and investigation functions as well as other management support to ensure strong and effective governance, control and risk management practices across the Organization. Under the revised Draft 42 C/5, IOS will further strengthen its work providing oversight and learning services and contribute to enhancing the transparency, effectiveness and efficiency of UNESCO's operations.

Evaluation Office

00302 The Evaluation Office will support the ongoing development of a cutting-edge, innovative, and service-oriented UNESCO evaluation function, and ensure that the Organization has a solid and strong body of credible, independent and useful evaluations of its programmes and projects as well as thematic and strategic organization-wide issues.

00303 Specifically, the Office will increase the number of corporate evaluation reports and products (evaluation reports, joint performance audits and synthesis reviews), and enhance the decentralized evaluation function by providing more systematic and proactive support and follow-up to decentralized evaluation processes. This will entail closer backstopping of all decentralized processes, ensuring they follow quality norms outlined in the UNESCO Evaluation Policy, including the development of management responses.

00304 Further, the IOS Evaluation Office will reinforce its capacity building programme, increasing the number of trainings to field offices, Institutes and Sector; and integrate data and analytics (DnA). The Office will also increase resources invested in the area of data analytics. This will ensure that available data is used to the fullest and that alternative data streams are considered and, when relevant, integrated into evaluation processes.

Audit Office

00305 The Audit Office will ensure full audit coverage within 5 years of UNESCO's field network, including all 8 category 1 institutes. It will also ensure full coverage of the top priority risks in the same time span, lifting its ambition from the current reasonable to full coverage of risks.

00306 Furthermore, in the context of digital transformation, the Office will use the additional budget to fast-track the implementation of the IOS data analytics (DnA) strategy, notably to mainstream data analytics into all audits on a regular basis.

00307 Finally, the Audit and Investigation Offices will develop a fraud risk assessment of field operations, identifying specific indicators to identify fraud red flags. This will be implemented

with the use of computer-assisted Audit Techniques and leveraging strengthened data analytics capacity and artificial intelligence tools. The results of this analysis will be used to prioritize specific oversight activities, such as ad-hoc audits or proactive investigations.

Box IOS: What more will be achieved under the revised Draft 42 C/5 (examples):

- 2 additional corporate evaluation products prepared each year.
- 80% of UNESCO decentralized evaluations attain minimum quality standards, representing a further 5 percentage point increase over the 2025 target.
- Customized training sessions in at least 4 field offices, Institutes and Sectors organized every year.
- Full audit coverage of UNESCO's top priority risks ensured.

Results Framework

Enabling Outcome 11 – Accountable, efficient and effective management in pursuit of the Organization's results

Output 11.IOS1 – UNESCO's governance, control and risk management practices enhanced so as to enable the systematic achievement of approved objectives, improve delivery and increase confidence in the Organization, through relevant audit and advisory recommendations

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Level of audit coverage of risks	Reasonable audit coverage of Headquarters priority risks and increased frequency of field office audits to attain monitoring at five-year intervals	Full audit coverage of Headquarters top priority risks and increased frequency of field office audits to attain full coverage at five-year intervals	Same target
2. Percentage of the accepted recommendations implemented by management within agreed-to timeframes	80% of the recommendations implemented within 2 years	80% of the recommendations implemented within 2 years	Same target

Output 11.IOS2 – Evidence-based decision-making, organizational learning, accountability for results and programme effectiveness enhanced through the use of evaluation findings and the implementation of recommendations arising therefrom

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Percentage of accepted corporate evaluation recommendations	80% of agreed recommendations implemented within the agreed timeline	80% of agreed recommendations implemented within the agreed timeline	Same target

implemented within agreed to timeframes			
2. Number of corporate evaluation products prepared each year [New]	8		10
3. Percentage of corporate evaluation reports complying with minimum quality standards	100% of reports	100% of reports	Same target
4. Percentage of decentralized evaluation reports complying with minimum quality standards	40% of reports	75% of reports	80% [+5 percentage points]
5. Number of UNESCO field offices/sectors having an IOS in-person and customized evaluation training [New]	3/yearly		4/ yearly

Output 11.IOS3 – Accountability and adherence to UNESCO’s rules and regulations strengthened

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Percentage of allegations which are acknowledged and screening initiated within 10 working days	100% of allegations received are acknowledged and screening initiated within 10 working days	100% of allegations received are acknowledged and screening initiated within 10 working days	Same target
2. Percentage of investigations completed within an effective timeframe	At least 90% completed in less than six months after receipt of allegation	At least 90% completed in less than six months after receipt of allegation	Same target

Chapter 3 – International standards and legal affairs

- 00401** The Office of International Standards and Legal Affairs (LA) will strengthen its role in the provision of centralized and independent legal service to the General Conference, the Executive Board and other intergovernmental bodies, as well as to the UNESCO Secretariat both at Headquarters and in the field. The Office will reinforce its core mission to inform and monitor the normative actions of the Organization, including through the provision of legal advice in the Secretariat’s day-to-day administration of programmes.
- 00402** In order to consolidate UNESCO’s central standard-setting role, the Office will provide greater support to the standard-setting initiatives undertaken by programme sectors and will work towards ensuring better intersectoral coordination of UNESCO’s normative action, in particular by providing streamlined legal support for intergovernmental bodies and by strengthening its contribution to the negotiation and application of standard-setting instruments. In support of actions taken by programme sectors, it will also actively contribute to strengthening UNESCO’s position as a major partner in standard-setting within the United Nations system and the promotion of the rule of law, in particular by participating in intergovernmental normative processes relevant to its mandate.
- 00403** As the provider of centralized and independent legal services for the Organization, the Office will enhance the protection of UNESCO’s interests and step up its efforts to ensure

transparency and compliance with rules, regulations and procedures, thereby guaranteeing the legal safety of the Organization's activities. It will reinforce its role of representation of the Organization before the Appeals Board, the Administrative Tribunal and other international bodies. The Office will also strengthen its legal support to UNESCO's programmes and central services, contributing to their effective implementation in the field.

Results Framework

Enabling Outcome 11 – Accountable, efficient and effective management in pursuit of the Organization's results

Output 11.LA1 – The Organization's management and programme implementation in compliance with rules and regulations

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Quality legal advice provided to the Organization and its governing bodies	- Verification of the conformity of documentation drafted for the Organization's governing bodies	- Verification of the conformity of documentation drafted for the Organization's governing bodies	Same target
	- Secretariat of the Committee on Conventions and Recommendations of the Executive Board	- Secretariat of the Committee on Conventions and Recommendations of the Executive Board	Same target
	- Secretariat of the Legal Committee of the General Conference, which also acts as a credentials committee	- Secretariat of the Legal Committee of the General Conference, which also acts as a credentials committee	Same target
	- Participation of LA in meetings of the Organization's governing bodies, and its subsidiary organs (commissions and committees), to provide legal advice on the spot	- Participation of LA in meetings of the Organization's governing bodies, and its subsidiary organs (commissions and committees), to provide legal advice on the spot	Same target
2. Organization's rights effectively protected	- Reminder of privileges and immunities in response to legal proceedings	- Reminder of privileges and immunities in response to legal proceedings	Same target
	- Protection of UNESCO's name when entering into agreements	- Protection of UNESCO's name when entering into agreements	Same target
	- Assistance to the Organization's procurement activities and contracting requirements	- Assistance to the Organization's procurement activities and contracting requirements	Same target
	- Representation of UNESCO in disputes under private law	- Representation of UNESCO in disputes under private law	Same target
	- Verification of compliance with the rules in regard to activities and staff	- Verification of compliance with the rules in regard to activities and staff	Same target
	- Representation at the Appeals Board and at the	- Representation at the	Same target

	Administrative Tribunal of the International Labour Organization	Appeals Board and at the Administrative Tribunal of the International Labour Organization	
3. Internal rules of the Organization relating to activities, funds and property of the Organization revised and improved to enhance the protection of its interests	- Verification of the revisions of the Administrative Manual	- Verification of the revisions of the Administrative Manual	Same target
	- Verification of the revisions of the Human Resources Manual	- Verification of the revisions of the Human Resources Manual	Same target
	- Assistance to HRM for better formulated policies and administrative circulars concerning staff, and for better consideration of the legal aspects of human resources management	- Assistance to HRM for better formulated policies and administrative circulars concerning staff, and for better consideration of the legal aspects of human resources management	Same target
4. Informed legal advice provided on the establishment and operation of the intergovernmental bodies in charge of the implementation of conventions	- Active contribution to better management of category 1 institutes	- Active contribution to better management of category 1 institutes	Same target
	- Verification of the legal compliance of the working documents of the main conventions	- Verification of the legal compliance of the working documents of the main conventions	Same target
5. Monitoring of the Organization's standard-setting instruments coordinated	- Provision of legal advice at meetings of the UNESCO conventions, as required	- Provision of legal advice at meetings of the UNESCO conventions, as required	Same target
	- Enhanced verification of compliance with monitoring procedures adopted by the Board	- Enhanced verification of compliance with monitoring procedures adopted by the Board	Same target
6. Visibility of UNESCO's normative action enhanced [New]	- Enhanced consistency of legal advice provided during the preparation of documents for sessions of the institutional bodies monitoring conventions	- Enhanced consistency of legal advice provided during the preparation of documents for sessions of the institutional bodies monitoring conventions	Same target
			Enhanced coordination of processes for the negotiation and application of UNESCO standard-setting instruments [New]
			- Increased collaboration with major programmes in raising awareness on UNESCO's normative action

Chapter 4 – Ethics

00501 During the 2024-2025 biennium, the Ethics Office will strengthen its action in support of maintaining and promoting an ethical working environment within the Organization, mainly through giving independent advice, raising awareness and by developing, disseminating

and promoting an ethical organizational culture based on UNESCO's core values of integrity, professionalism and respect for diversity. Reporting directly to the Director-General, the Office will continue to act as a unit independent from all programme sectors, programme-related and corporate central services.

- 00502** Building upon its updated terms of reference, the Office will reinforce the sound implementation of the Organization's ethics-related policies and measures, notably the Protection from Sexual Exploitation and Abuse (PSEA) Policy, the Whistleblower Protection Policy, the Anti-Harassment Policy, and the Honour, Decoration, Favour, Gift and Remuneration Policy. The Office will also continue to manage the Financial Disclosure Programme and the Gifts and Favours Registry.
- 00503** The Office will continue to ensure that all UNESCO policies and procedures reinforce and promote ethical standards and will invest in innovative technologies aimed at strengthening the existing electronic reporting channels for whistleblowers as part of the ethics hotline.
- 00504** As an independent advisory body, the Office will continue to provide impartial guidance and confidential advice to all UNESCO employees, and to the Organization as a whole on ethics-related concerns to reflect the values, principles and standards of conduct of the Organization.
- 00505** Training to all UNESCO employees to raise awareness on ethical standards, including on conflict of interests, harassment, retaliation, abuse of power, and discrimination will increasingly be delivered, in particular in the field, including through the mandatory e-learning tool on ethics to be widely used as part of the induction of newly appointed employees, and the widespread outreach and dissemination of UNESCO's first Ethics Handbook for Ethical Conduct.
- 00506** The Office will continue to exchange best practices and lessons learned with other Ethics Advisors in the UN system.

Results Framework

Enabling Outcome 11 – Accountable, efficient and effective management in pursuit of the Organization's results

Output 11.ETH1 – An ethical organizational culture and working environment strengthened

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Mandatory ethics training made available to all employees of UNESCO	All employees at HQ as well as in UNESCO's field offices and category 1 institutes are informed of the ethics-related training requirements. Training is made available to all UNESCO employees regardless of their grade, status or duty station.	Comprehensive global outreach activities are undertaken and training is completed by at least 50% of staff.	Same target
2. Ethical issues raised with the Ethics Office are handled confidentially and in a timely manner	All ethical issues raised with the Ethics Office are responded to within reasonable delays. Confidentiality is maintained in all cases unless specific	All matters received will be acknowledged by the Ethics Office under 48h and treated in a timely fashion. Strict confidentiality will be ensured in all cases.	Same target

	prior authorization is provided by complainants.		
3. All eligible employees have declared their interests, through a disclosure submitted to the Ethics Office in respect of the period from 1 January to 31 December	Annual declarations are collected from all those requested to make annual disclosures by the end of the first quarter of each subsequent year unless specific derogations are granted. All disclosures are reviewed and follow-up advisory discussions are held with each employee for whom a potential conflict of interest has been identified	All declarations are collected, reviewed and advice provided within three months from the launch of the FDP.	Same target
4. Awareness enhanced amongst employees on UNESCO's Anti-Harassment and Anti-Retaliation policies	Specialized workshops are held both at Headquarters and in the Field	Anti-Harassment Workshops are delivered in-person to at least 4 field offices annually as well as through hybrid virtual learning.	Anti-Harassment Workshops are delivered to at least 6 field offices annually [+2]
5. Reporting channels upgraded for protective disclosures [New]			Anonymous reporting and engagement improved with direct, real-time communication with reporters, and increased trust in UNESCO's speak up programme.

I.B – Integrated Budget Framework by output and source of funds (in USD '000)

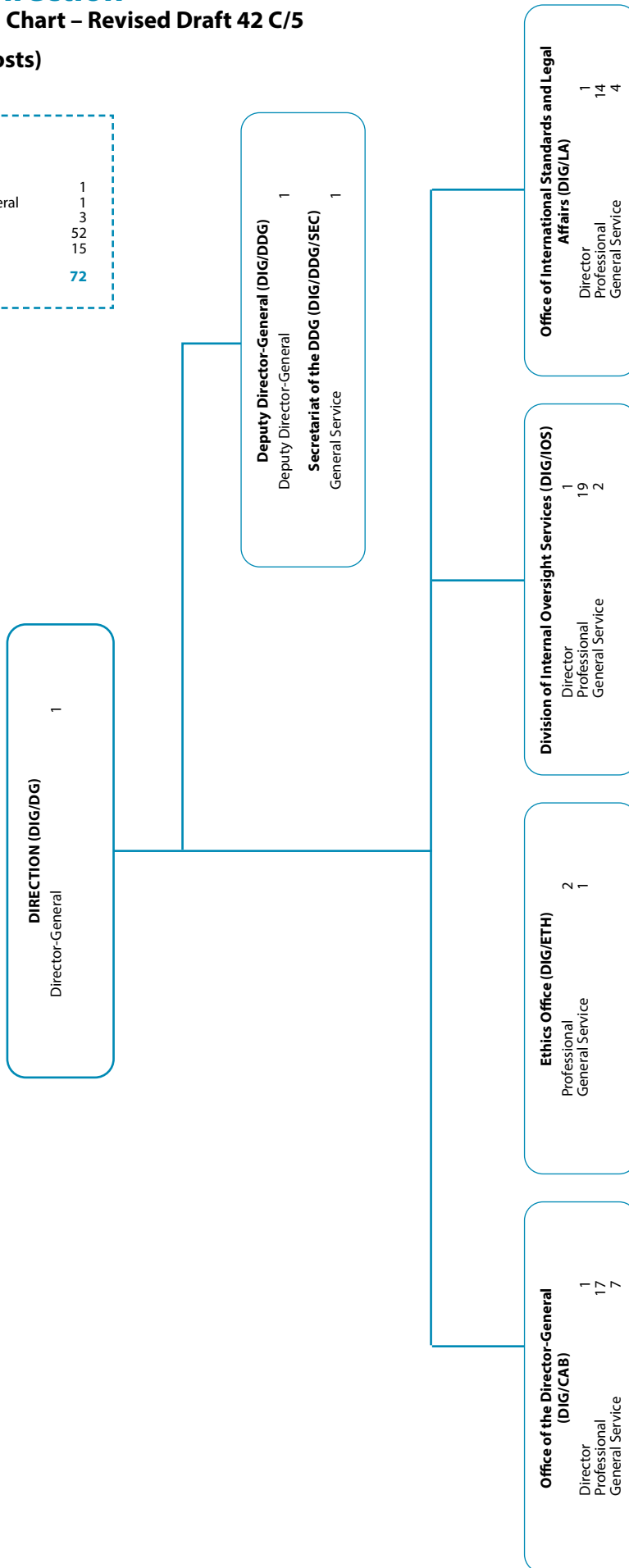
Output	Breakdown by source of funds - Revised Draft 42 C/5			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
B. Direction				
Chapter 1 - Directorate				
11.CAB1	6 252	5 326	647	12 225
Total, Chapter 1	6 252	5 326	647	12 225
Chapter 2 - Internal Oversight				
11.IOS1	2 651	2 345	-	4 996
11.IOS2	1 712	1 459	-	3 171
11.IOS3	1 014	951	-	1 965
Total, Chapter 2	5 377	4 755	-	10 132
Chapter 3 - Internal Standards and Legal Affairs				
11.LA1	3 944	3 360	-	7 304
Total, Chapter 3	3 944	3 360	-	7 304
Chapter 4 – Ethics				
11.ETH1	795	677	-	1 471
Total, Chapter 4	795	677	-	1 471
Total Part I.B	16 367	14 117	647	31 132

Part I.B - Direction

Organizational Chart – Revised Draft 42 C/5

(Established Posts)

NUMBER OF POSTS	
HQ	
Director-General	1
Deputy Director-General	1
Director	3
Professional	52
General Service	15
TOTAL	72



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

- 00601** UNESCO contributes to certain shared cost of the United Nations common system in accordance with agreements that specify the relevant financial and budgetary arrangements.
- 00602** The regular budget provision included under Part I. C. represents an estimated amount of such contributions for the coming biennium. The actual amount of the various UNESCO contributions will only be known when the relevant bodies will have approved their budgets and request payment from the participating United Nations system agencies. It is highlighted that following the UN's move to annual budgeting, the visibility of such costs has been reduced from the two-year horizon to a single year view, which contributes to the uncertainties related to planning for these costs.
- 00603** Further complexity is added by the fact that the UN budgeting system continues to rely on re-costing, which may result in changes to funding requirements outside the budgets that the participating Organizations have approved. With this backdrop, UNESCO, along with many other specialized agencies of the UN common system, regularly argues that it expects all the UN system common bodies to cease re-costing and to manage budgets within approved budgets, as done by most UN agencies.
- 00604** The revised Draft 42 C/5 budget takes into consideration the reduction in the level of UNESCO's 2022 contributions to the Resident Coordinator system and other possible reductions based on information received. As highlighted above, however, the uncertainties regarding the overall trends in the level of contributions to the UN joint machinery remain, though are at potential risk of increase given the current high global inflation.

Description	Revised Draft 42 C/5 (in USD '000)
Resident Coordinator cost-sharing arrangements	7 581
Statutory Contribution of the UN Department for Safety and Security	4 560
International Civil Service Commission	725
United Nations System High-Level Committee on Management	85
Administrative Tribunal of the International Labour Organization	450
United Nations Joint Inspection Unit	400
Malicious Acts Insurance Policy	274
UN System Staff College	55
United Nations System High-Level Committee on Programmes	44
United Nations Evaluation Group	11
UN Medical Doctors Network	40
Total	14 225

Note: The Joint Machinery of the United Nations system is funded from Regular Budget

Part II – Programmes and Programme-Related Services

II.A – Programmes

Major Programme I – Education

Responding to extraordinary times

01001 The COVID-19 pandemic has significantly exacerbated the on-going global learning crisis. Already before the pandemic, an estimated 57% of 10-year-old children were unable to understand a simple written text. This leapt to a staggering 70% post-COVID. In response to the urgency of the situation, UNESCO led the organization of the Transforming Education Summit (TES) and convened three UNESCO world education conferences in 2022, elevating education to the top of the global political agenda and injecting new impetus into efforts to achieve SDG4. But – in times of great societal transformations – there is a need to go further, advancing quality education not only as a right in itself, but also as a means for rethinking and rebuilding our relationships with each other, with the planet, and with technology.

Box ED1: The world is facing an education emergency:

- An estimated 127 million primary and secondary school-age children and young people in crisis-affected countries are out of school, half of the global out-of-school population.
- Without additional measures, only one in six countries will achieve the universal secondary school completion target by 2030.
- 763 million adults worldwide still lack basic literacy and numeracy skills – two-thirds of whom are women.
- Of 100 countries reviewed, around half have no mention of climate change in their national curriculum frameworks.
- Of a review of policies and curricula in 46 countries, only 1/5 (19%) mention biodiversity. Furthermore, a survey of 51 countries found that only 11 had developed and implemented AI curricula.
- Only 40% of primary and 50% of lower secondary schools are connected to the internet.
- Globally, almost 1 in 3 students is bullied at school every month.

Leveraging UNESCO's unique assets

01002 As the only UN agency with a mandate that covers all levels and aspects of education, UNESCO is uniquely positioned to help countries take the vision of the TES forward and translate its commitments into real, transformative impact on the ground. UNESCO's category 1 institutes, UNESCO category 2 centres, UNESCO Chairs, UNESCO associated schools as well as UNESCO Learning Cities are an added resource that empower UNESCO to extend its influence both in depth – through the provision of highly specialized technical expertise – and in breadth – through networks reaching learners and education specialists in nearly every country of the world.

01003 UNESCO also holds a distinctive leadership and coordination role, as the host of the Inter-Agency Secretariat of the Global Education Coordination Mechanism and convenor and chair of the High-Level Steering Committee (HLSC). In this capacity, UNESCO will ensure coordinated global leadership for TES follow-up and champion a new era of accountability for SDG 4. This will include a country benchmarking process led by the Global Education

Monitoring (GEM) report and a reinforced UNESCO Institute for Statistics (UIS). In close cooperation with Member States, UNESCO will leverage its global role to advocate for a prominent emphasis on education in the 2024 Summit of the Future and will galvanize action around the TES global initiatives. In particular, UNESCO will continue supporting the global initiatives that emerged from TES, leading the Greening Education Partnership and the Gateways to Digital Learning initiative and further enhancing its leadership role on other TES initiatives on gender equality, emergencies, education financing, teachers, and youth.

- 01004** UNESCO's normative and standard-setting instruments are also a unique asset, especially in the context of transforming education to better meet the challenges of the 21st century. Notably, the revised Recommendation concerning Education for International Understanding, Cooperation and Peace and Education relating to Human Rights and Fundamental Freedoms (1974) will guide UNESCO's pursuit of the transformative agenda outlined in SDG target 4.7. UNESCO will also continue to support ways to better link existing normative education instruments, and to support their uptake at country level. Following the entry into force of the Global Convention on the Recognition of Qualifications concerning Higher Education, UNESCO will prioritize country-level efforts to increase student mobility and employability, including through the UNESCO qualifications passport, while also enhancing quality assurance mechanisms in higher education and TVET.

Raising our ambition for the next biennium

- 01005** To meet its commitment to transforming education at the national level, UNESCO will strengthen its capacity to deliver high-quality technical support across all nine Education Sector outputs, in line with SDG 4 targets and learners' skills development from early childhood throughout life. This will be achieved through enhanced investments in the field which will enable UNESCO to go even further in responding to Member States' demand for support that is tailored to their specific needs and contexts. Across all actions, particular emphasis will be placed on Global Priorities Africa and Gender Equality as well as targeted actions for youth and SIDS. This is in addition to ongoing, cross-cutting work on supporting teachers and the teaching profession through policy development and quality teacher training that responds to learners' needs. Underpinning this work will be a strengthened focus on data and evidence to guide global, regional and country responses.
- 01006** Under the revised Draft 42 C/5, UNESCO will expand efforts to ensure that inclusive and equitable quality education remains a priority in situations of emergency and crisis. This will enable UNESCO to further strengthen its support for crisis preparedness, recovery and reconstruction, including in Afghanistan, Yemen and Ukraine. Partnerships and coordination will be expanded to fully leverage UNESCO's unique role at the triple nexus of the humanitarian, development and peacebuilding response.
- 01007** UNESCO will reinforce its support to national education systems to rise to the challenge of digital transformations and rethink the role of education in the dramatically changing relations between humans and technology. In this regard, UNESCO will support countries to develop comprehensive and innovative policies around ICTs in education to help teachers master remote and hybrid teaching and to develop quality digital learning content.
- 01008** Recognizing climate change as a defining issue of our time, UNESCO will reinforce efforts to help support Member States harness the power of education for the green transition. At country level, UNESCO will intensify support for ESD implementation with a focus on system thinking, social and emotional learning, skills for collaboration, problem solving and resilience building. Particular emphasis will be placed on climate change through the Greening Education Partnership, and its focus on four pillars, "greening curricula", "greening teacher training and education sector capacities", "greening schools", as well as "greening communities". Civil society, especially young people, will be actively and meaningfully engaged in these endeavours.
- 01009** Intersectoral work will also be prioritized. Through enhanced resources under Output 7.ED3, as well as the intersectoral programme on media and information literacy,

UNESCO will work with countries to implement the revised Recommendation concerning Education for International Understanding, Cooperation and Peace and Education relating to Human Rights and Fundamental Freedoms (1974). Focus will be placed on global citizenship, including online, and the role education plays in preventing violent and hateful ideologies, racism and antisemitism, and in promoting safe and inclusive learning environments free from all forms of violence and bullying, including cyberbullying. The Education Sector will also collaborate with the Culture Sector on operationalizing the Framework for Culture and Arts Education, building on the 2024 Category II World Conference to be hosted by the United Arab Emirates.

Box ED2: What more will be achieved under the revised Draft 42 C/5 (examples):

- An additional 500,000 marginalized learners reached, including in crisis affected contexts.
- An additional 800,000 learners (out of which 400,000 female) with access to quality gender transformative education.
- An additional 400,000 learners (out of which 200,000 female) equipped with TVET and literacy skills to meet individual, labour market and societal demands.
- An additional 14 Member States in Africa (out of which 2 are SIDS) supported to improve their higher education systems and widen access to equitable, gender responsive and quality assured higher education.
- An additional 500 partners organizations in 20 countries supported to empower learners to engage with the world and promote sustainable development within the framework of the Greening Education Partnership.

ED – Integrated Budget Framework by output and source of funds (in USD '000)

Output	Breakdown by source of funds - Revised Draft 42 C/5			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
1.ED1	9 175	655	73 384	83 214
1.ED2	8 019	272	26 557	34 848
1.ED4	13 466	1 077	103 315	117 858
1.ED5	11 948	624	60 488	73 060
1.ED6	9 394	1 376	56 977	67 746
2.ED7	10 722	471	49 785	60 978
2.ED9	5 009	252	3 446	8 707
7.ED3	12 798	959	106 875	120 632
8.ED8	8 239	333	26 642	35 214
Sub-total	88 770	6 018	507 468	602 256
MPI - Intersectoral Programmes				
1.IP1	378	-	-	378
3.IP2	461	-	100	561
8.IP4	450	-	-	450
Sub-total IPs	1 289	-	100	1 389
Sub-total	90 059	6 018	507 568	603 645
IBE	4 670	-	12 251	16 921
IESALC	1 999	-	500	2 499
IICBA	2 285	-	6 000	8 285
IIEP	4 938	-	34 332	39 270
IISTEM	680	-	-	680
IITE	828	-	900	1 728
MGIEP	556	-	8 000	8 556
UIL	1 808	-	8 262	10 070
Institutes Category 1	17 764	-	70 245	88 009
Total Major Programme I Education	107 823	6 018	577 813	691 655

ED – Contribution of UNESCO Category 1 Institutes to Major Programme I Outputs (in USD '000)

Contribution of UNESCO Category 1 Institutes to Major Programme I Outputs				
Output	Breakdown by source of funds - Revised Draft 42 C/5			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
1.ED1				
IIEP	564	-	1 717	2 281
Sub-total 1.ED1	564	-	1 717	2 281
1.ED4				
IESALC	1 826	-	500	2 326
IISTEM	680	-	-	680
MGIEP	90	-	1 312	1 402
UIL	554	-	3 025	3 579
Sub-total 1.ED4	3 150	-	4 836	7 986
1.ED5				
IICBA	1 295	-	4 000	5 295
MGIEP	90	-	1 312	1 402
Sub-total 1.ED5	1 385	-	5 312	6 697
1.ED6				
IBE	3 275	-	7 829	11 105
IIEP	3 732	-	27 465	31 197
MGIEP	90	-	1 312	1 402
UIL	517	-	3 872	4 389
Sub-total 1.ED6	7 614	-	40 478	48 092
2.ED9				
IBE	1 395	-	4 422	5 817
IESALC	173	-	-	173
IICBA	990	-	2 000	2 990
IIEP	642	-	5 150	5 792
IITE	215	-	270	485
MGIEP	101	-	1 382	1 483
UIL	737	-	1 365	2 102
Sub-total 2.ED9	4 253	-	14 589	18 842
7.ED3				
MGIEP	90	-	1 312	1 402
Sub-total 7.ED3	90	-	1 312	1 402
8.ED8				
IITE	613	-	630	1 243
MGIEP	95	-	1 371	1 466
Sub-total 8.ED8	708	-	2 001	2 709
Total Category 1 Institutes	17 764	-	70 245	88 009

Strengthening our support for Global Priorities and Priority Groups

Global Priority Africa

01010 For the next biennium, UNESCO will be able to make a major investment in Africa. An overarching priority will be supporting African Member States to implement the commitments made at the Transforming Education Summit (TES), and to continue to keep education high on national, sub-regional and regional agendas, including through work with the African Union to celebrate Education as its 2024 annual theme. The UNITWIN/UNESCO Chairs Programme will continue to be a key vehicle for enhancing North-South and South-South cooperation. UNESCO's expertise on education for health and well-being will also remain a major focus, through close collaboration on the African Union Continental Strategy

on Education for Health and Well-being and continued support for the Our Rights, Our Lives, Our Future (O3) programme.

- 01011** The reinforcements will also help to advance work under Flagship Programme 1 on Campus Africa and Flagship Programme 2 on the General History of Africa (GHA). Through Campus Africa, UNESCO will strengthen cooperation among higher education institutions, particularly by facilitating collaborative research and peer learning with a special focus on young women researchers and providing policy advice and technical support to improve access, promote academic mobility and strengthen quality assurance systems. This will contribute to advancing open access to scientific information and promoting new opportunities for young researchers. With the revised budget, UNESCO will be able to substantially strengthen the GHA, focusing on safeguarding three pillars of African identity: history, languages and common heritage with a lifelong learning perspective. Support will be provided for the integration of the GHA in curricula and teacher training, notably through the contributions of the International Bureau of Education (IBE) and the International Institute for Capacity-Building in Africa (IICBA).

Global Priority Gender Equality

- 01012** Building on the momentum generated through the TES, UNESCO will continue supporting Member States to develop gender-transformative education systems and empower girls and women, in line with the UNESCO Strategy on Gender Equality in and through Education 2019-2025. UNESCO will leverage its convening power to facilitate policy dialogue and cooperation on gender equality in and through education, including by co-leading the Global Platform for Gender Equality and Girls' and Women's Empowerment in and through Education launched at the TES, and by embedding gender dimensions in the agenda and outcome documents of major international education events.
- 01013** The timely collection of high-quality data and evidence to inform policies, plans and strategic interventions will be promoted through knowledge generation, technical assistance and capacity development. Particular emphasis will be placed on enhancing understanding of the fiscal, economic and social costs of girls' and boys' disengagement from education and on promoting safe, gender-equitable learning environments free from all forms of violence. Emphasis will also be placed on tracking national efforts towards the achievement of country commitments. HerAtlas, UNESCO's global monitoring tool for the right to education of girls and women, will continue monitoring 196 countries, using 12 indicators. Finally, the Organization will also support the improvement of teaching and learning to address harmful gender norms, including through reinforced efforts to enhance girls' participation in science, technology, engineering, and mathematics (STEM) education.

Youth

- 01014** Young people are at the heart of the Education Sector's mandate, both as beneficiaries and as agents of change. UNESCO will further enhance the meaningful engagement of youth at all levels of action, notably through the SDG4 Youth and Student Network, which will take the TES Youth Declaration forward as part of its overall development and implementation of the Global Youth Initiative. A new global indicator on youth and student engagement is being developed and will play a key role in monitoring progress and ensuring accountability. Youth will also take an active role in leading the initiatives that were inspired by the TES, for example, through co-developing green curriculum guidelines under the Greening Education Partnership.

Small island developing States (SIDS)

- 01015** Guided by the new Operational Strategy for Small Island Developing States (SIDS), UNESCO will also be able to strengthen its support to SIDS in advancing quality education, prioritizing education policies and data, education for sustainable development (ESD),

reskilling and upskilling learners to enhance employment opportunities (TVET and STEM) and leveraging the use of technology for better learning outcomes. Actions will be taken to engage SIDS in the Greening Education Partnership. Teacher training and professional development will be a cross-cutting activity and will include the development and update of competency standards for teachers, teacher training, including on gender-transformative pedagogies, and the production of relevant educational materials. Climate action in and for SIDS will be promoted through scientific and environmental education for sustainable and resilient societies, including sustainable ocean and water management, in collaboration with the Natural Sciences Sector and IOC.

ED – Global Priorities and Priority Groups by source of funds (in USD '000)

	Global Priorities			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
Africa	24 097	1 928	178 550	204 574
Gender Equality	13 098	1 019	101 069	115 186
Total for Global Priorities	37 195	2 947	279 619	319 761
in USD '000	Priority Groups			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
Small island developing States (SIDS)	1 875	126	31 473	33 474
Youth	25 373	1 066	76 574	103 013
Total for Priority Groups	27 248	1 192	108 047	136 487

ED – Contribution to Global Priority Africa Flagship Programmes (in USD '000)

	Flagship Programmes			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
Flagship Programme 1	384	178	14 758	15 320
Flagship Programme 2	247	109	5 265	5 620
Flagship Programme 3	2 943	0	7 569	10 512
Flagship Programme 4	20	0	2 519	2 540
Flagship Programme 5	33	0	1 484	1 517
Total	3 627	286	31 596	35 509

Major Programme I – Results Framework³

Education Sector cross-cutting indicators

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of people reached by advocacy and knowledge generation (events, knowledge products, online platforms, advocacy campaigns and thematic web pages)	4,278,000 (annual)	10,162,000 (biannual)	18,406,901 (biannual) [+8,244,901]
2. Number of teachers and education personnel trained to improve learning outcomes and address emerging needs	628,520	700,000 (50% female)	Same target

³ Underlined text of the Performance Indicators corresponds to the amendments proposed by Member States at the 216th session of the Executive Board (as contained in 216 EX/Decision 17)

Outcome 1 – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Output 1.ED1 – Education systems equipped to promote inclusion, address marginalization and advance rights, including in crisis-affected and post-disaster contexts

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of learners, including those affected by emergencies and protracted crisis, benefitting from UNESCO's support on inclusion	N/A ⁴	2,000,000 (50% female)	2,500,000 (50% female) [+500,000]
2. Number of <u>supported</u> Member States that have improved policies, legislative measures, or data systems that promote inclusion and the right to education particularly for marginalized populations and those affected by crisis	64 Member States	35 Member States (Africa 12, SIDS 4) with improved policies, legislative measures, or data systems out of 64 supported	38 Member States (Africa 12, SIDS 6) out of 67 supported [+3, SIDS +2]

Output 1.ED2 – Gender-transformative education systems empower learners, ensure safe learning environments and address the educational barriers, particularly for girls and women, exacerbated by the learning crisis

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of learners who have access to quality gender-transformative education <u>in supported Member States</u>	3 million supported	10.2 million (50% female)	11 million learners (50% female) [+800,000]
2. Number of <u>supported</u> Member States that have improved laws, policies, plans or monitoring systems to advance gender equality in and through education	31 Member States	14 Member States (Africa 5, SIDS 5) with improved laws/policies/plans or systems out of 35 supported	Same target
3. Number of <u>supported</u> Member States with enhanced policies and programmes on safe learning environments free from all forms of school-related violence	27 Member States supported of which 14 have adopted/implemented policies	25 Member States (Africa 25) with enhanced policies and programmes out of 27 supported	30 Member States (Africa 25) out of 32 supported [+5]

⁴ Baseline data for this indicator is not available due to lack of source of information from the previous reporting periods.

Output 1.ED4 – Learners equipped with relevant skills to meet individual, labour market and societal demands through literacy, technical and vocational education and training (TVET), science, technology, engineering and mathematics (STEM) and higher education

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of learners that benefitted from opportunities through TVET and literacy programmes or trainings <u>in supported Member States</u>	915,000	3,180,000 (50% female)	3,580,000 learners (50% female) [+400,000]
2. Number of <u>supported</u> Member States that have improved policies or frameworks for literacy, TVET/skills development and lifelong learning, <u>including through the use of digital technologies</u>	42 Member States (Africa 21, SIDS 3)	29 Member States (Africa 17, SIDS 2) with improved policies or frameworks for literacy, TVET/skills development and lifelong learning, out of 54 supported	35 Member States (Africa 20, SIDS 3) out of 54 supported [+6, Africa +3, SIDS +1]
3. Number of Member States that have engaged in improving their higher education systems and/or implementing the higher education recognition conventions to widen access to equitable, gender-responsive and quality-assured higher education	30 Member States	36 Member States (Africa 14, SIDS 4)	50 Member States (Africa 28, SIDS 6), [+14 in Africa, of which 2 SIDS in the context of Campus Africa Flagship Programme]
4. Number of <u>supported</u> Member States that have enhanced quality, equitable, inclusive and gender-transformative STEM education	20 (Africa 10) Member States	12 Member States (Africa 4) with enhanced STEM education out of 20 supported	15 Member States (Africa 6) out of 23 supported [+3, Africa +2]

Output 1.ED5 – Teachers trained and supported to improve learning outcomes and address the changes brought forth by the digital and artificial intelligence (AI) transformation and the COVID-19 crisis

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of teacher training institutions (TTIs) with enhanced capacities to provide teachers with quality training and continuous professional development	114 TTIs	300 TTIs	300 TTIs [out of which 50 TTIs supported for strengthening teachers' use of digital technologies, and 10 TTIs supported for ECCE programmes for teachers and educators]
2. Number of <u>supported</u> Member States that have developed and/or enhanced teacher policies, frameworks or	53 Member States	34 Member States (20 Africa, SIDS 1) with enhanced policies, frameworks or monitoring	34 Member States (20 Africa, SIDS 1) [out of which 2 countries with

monitoring systems to address key dimensions of the teaching profession and emerging challenges		systems out of the 53 supported	specific focus on ECCE Educators policies]
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Output 1.ED6 – Resilience, quality and equity of education systems strengthened to flexibly respond to evolving learning environments and to better deliver on SDG 4 commitments

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of <u>supported</u> Member States that enhanced education sector planning, management, monitoring <u>and/or</u> financing	51 (Africa 23, SIDS 7)	44 (Africa 20, SIDS 3)	51 Member States (Africa 23, SIDS 3) [+7, Africa +3]
2. Number of Member States that reviewed and/or reformed their curriculum frameworks	23 (Africa 12, SIDS 1)	29 (Africa 14, SIDS 1)	39 Member States (Africa 22, SIDS 3) [+10, Africa +8, SIDS +2]
3. Number of Member States supported to conduct, review or renovate assessments for the improvement of learning <u>outcomes, including early stimulation through better aligning policies, pedagogies, environments and assessments, and benefitting from the Global Learning House initiative</u>	14 (Africa 4)	12 (Africa 4)	13 Member States (5 Africa) [+1 in Africa]

Outcome 2 – Strengthen international coordination for the achievement of SDG 4 and develop the global education agenda based on research, foresight and innovation

Output 2.ED7 – Education policy and finance decisions to achieve SDG 4 are informed by improved coordination, data and monitoring, knowledge and innovative partnerships

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Numbers of Member States that have reported progress towards national commitments made at the Transforming Education Summit.	N/A ⁵	67 (50% of Member States which have made commitments)	67 (50% of Member States which have made commitments) [+30 countries report on actions taken towards youth engagement and empowerment]
2. Readiness of regional SDG 4 coordination mechanisms to drive the promotion of evidence use, priority setting, peer learning and monitoring,	TBD (Established during course of 2023)	4 out of 6 regions demonstrating readiness	All regional coordination mechanisms demonstrated improvement on at

⁵ Baseline data for this indicator is not available due to lack of source of information from the previous reporting periods.

in alignment with global SDG 4 coordination efforts.			least one of the following dimensions: (1) institutional set-up; (2) regional priority setting; (3) promotion of peer learning; and 4) regional monitoring and reporting
3. Number of global and regional reports on SDG 4 monitoring and policy analysis produced and disseminated (including GEM Report publications)	18 Reports	21 Reports	22 Reports [+1]
4. Number of countries that have set national targets for 2025 and 2030 or at least some SDG 4 benchmark indicators, including those that are part of the transforming education summit follow-up strategy	170 Countries	180 Countries	183 countries [+3]

Output 2.ED9 – Education and learning reimagined through interdisciplinary research, foresight and public policy debate

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of references to relevant research publications in conferences and dialogues, as well as in research and policy documents	50 references in conferences and dialogues; Unknown baseline for research or policy documents.	At least 20 additional references in conferences and dialogues per year, of which at least half are in non-UNESCO-led events; at least 20 references in research or policy documents per year, of which at least half are in non-UNESCO knowledge products	Same target
2. Share of UNESCO Chairs and UNITWIN Networks that contribute to research and dialogue in education	20% (200) of UNESCO Chairs and UNITWIN Networks contributed research and dialogue on education in 2022.	5-10% increase in the share of UNESCO Chairs that contribute to research and dialogue on education.	Same target

Outcome 7 – Promote inclusion and combat discrimination, hate speech and stereotypes

Output 7.ED3 – Learners empowered to lead healthy lives, promote sustainable development and engage with the world as creative and responsible global citizens

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of Member States that have developed or	79 Member States (Africa 19, SIDS 12)	130 Member States (Africa 32, SIDS 19)	Same target

implemented ESD for 2030 Country Initiatives			
2. Number of partners (countries, organizations) of the Greening Education Partnership developing actions in the four pillars of the Partnership	120 organizations and 2 countries	300 organizations and 80 countries	800 organizations and 100 countries [+500 organizations and 20 countries]
3. Number of learners reached with life skills-based HIV and sexuality education	23,060,107 (11,770,692 Female)	35,057,000 (50% Female) ⁶	Same target
4. Number of Member States supported to foster learners' active engagement in the world as responsible and creative global citizens	64 Member States (Africa 14, SIDS 7)	90 Member States (Africa 26, SIDS 15)	95 Member States (Africa 26, SIDS 15) [+5]
5. <u>Number of Member States supported by UNESCO to integrate innovative elements as a result of pilot testing in ASPnet schools</u> [New]	One third of the 182 member countries (60 countries) are active and mobilized		70 Member States are active and mobilized

Outcome 8 – Foster knowledge sharing and skills development in the digital age

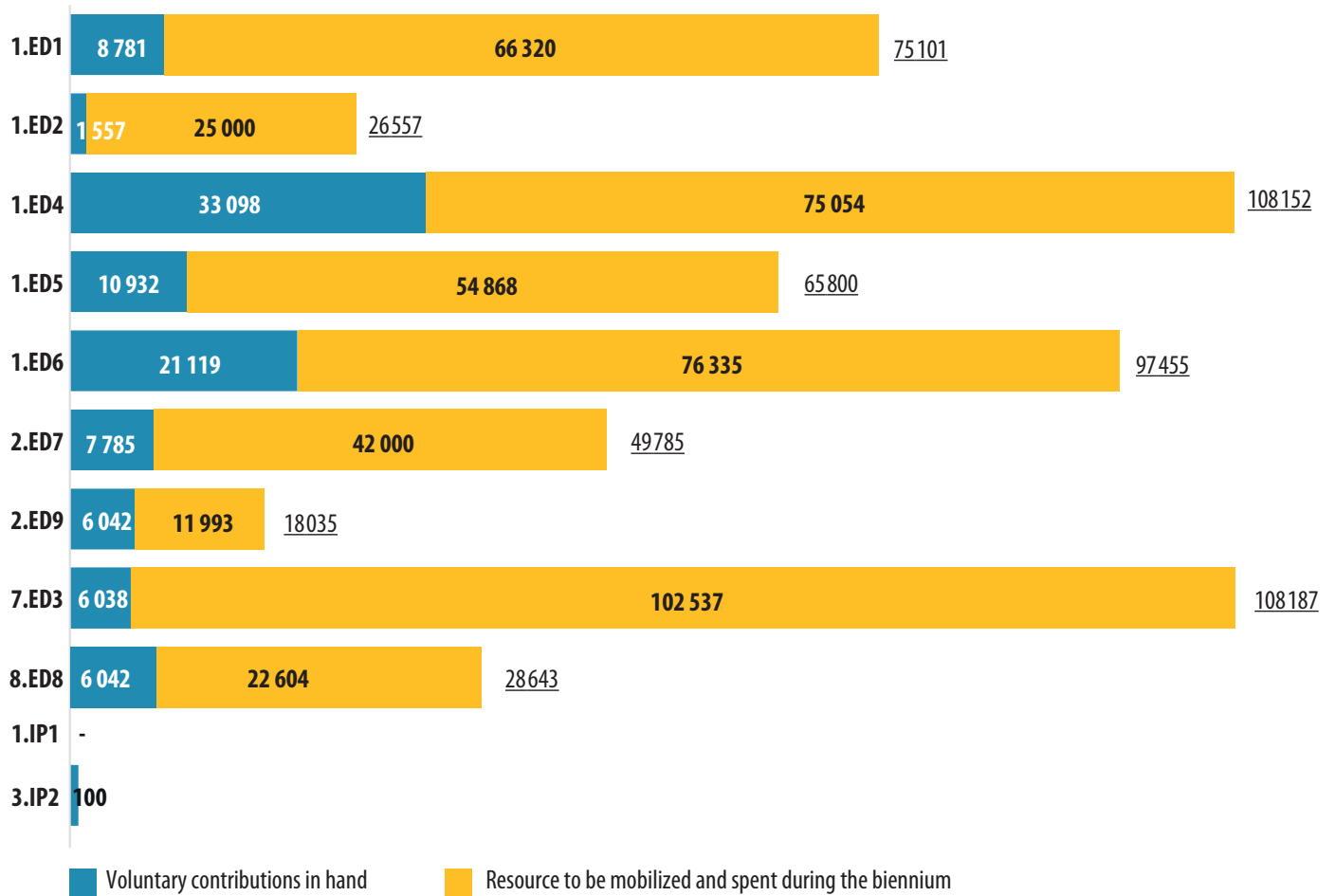
Output 8.ED8 – Technologies and digital innovations leveraged to ensure more inclusive, effective and relevant learning.

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of <u>supported</u> Member States that have developed national digital learning policy documents with references to UNESCO's principles and guidelines to promote digital inclusion and wellbeing	7 Member States (Africa 2, SIDS 1)	15 Member States (Africa 7, SIDS 1)	30 Member States (Africa 7, SIDS 1) [+15]
2. Number of national and regional digital learning platforms built or enhanced, guided by UNESCO standards, and/or with open-licensed content, including through the Global Gateways to Public Digital Learning	17 Platforms (percentage N/A)	18 Platforms (percentage to be determined)	25 platforms (Africa 7, SIDS 5) [+7]
3. Number of Member States supported to provide quality-assured training programmes on digital or AI competencies	20 Member States (Africa 6)	23 Member States (Africa 7)	30 Member States (Africa 7) [+7]

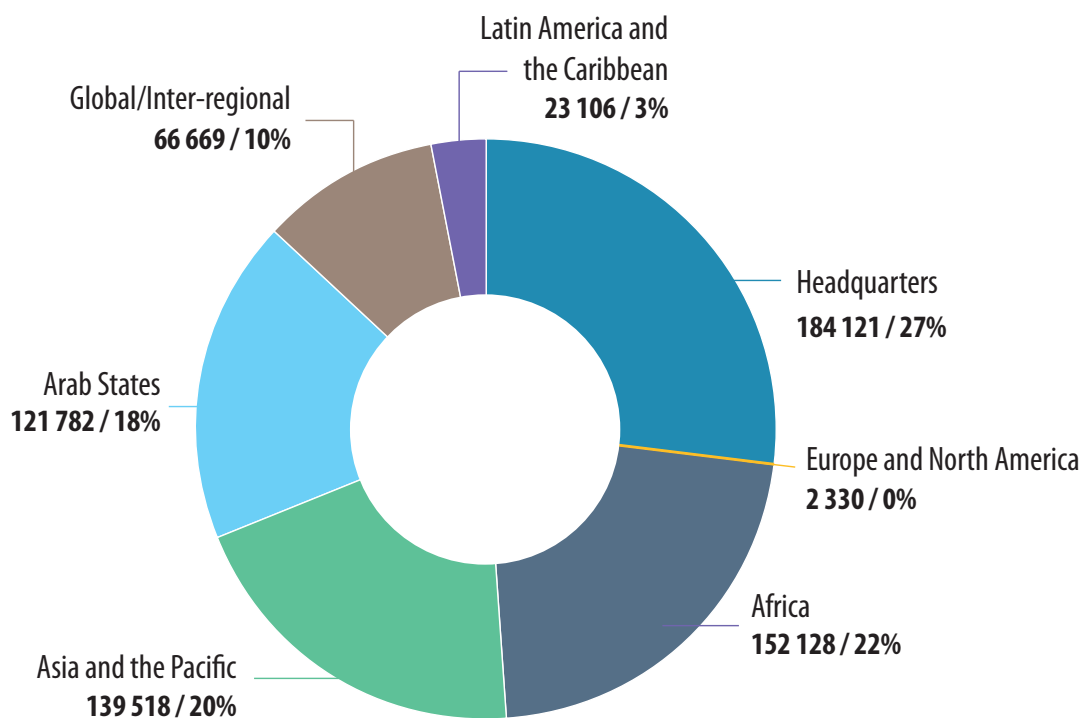
⁶ This is a quantitative indicator that measures programme delivery outreach on an annual basis and refers, in most cases, to the academic year. It is not cumulative.

Major Programme I – Resource distribution

ED – Voluntary contributions (in USD '000)



ED – Decentralization of resources by Region (in USD '000)



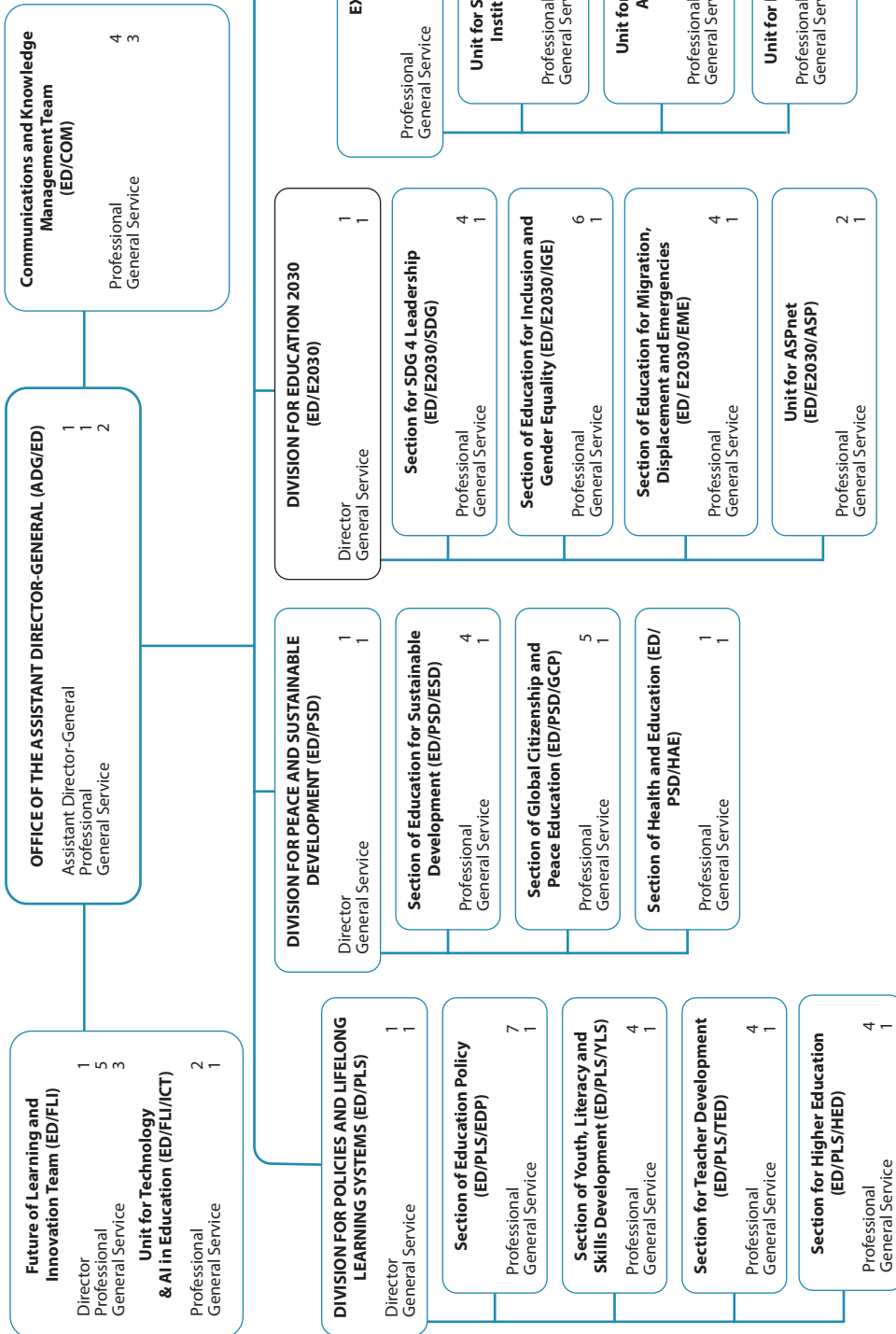
Education Sector (ED)

Organizational Chart - Revised Draft 42 C/5

(Established Posts)

NUMBER OF POSTS	
HQ	
ADG	1
Director	4
Professional	65
General Service	33
FIELD	
Director	1
Professional	67
National Professional	42
General Service	9
TOTAL HQ/FIELD	
ADG	1
Director	5
Professional	132
National Professional	42
General Service	42
TOTAL 222*	
TOTAL INSTITUTES 41	

*including 2 UBO OPF



FIELD OFFICES AND REGIONAL INSTITUTES

Region	Professional	National Professional	General Service
Africa	24	13	2
International Institute for Capacity-Building in Africa (IICBA), Addis Ababa, Ethiopia	1	1	5
Arab States	1	14	3
Director	1	14	3
Professional			
National Professional			
General Service			1
Asia and the Pacific	17	12	4
Professional	17	12	4
National Professional			
General Service			
Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP), New Delhi, India			1
Director			1
Europe and North America	8	14*	2
Professional	8	14*	2
National Professional			
General Service			
*including 2 UBO OPF			
Latin America and the Caribbean	1	1	2
Professional	1	1	2
National Professional			
General Service			
International Institute for Higher Education in Latin America and the Caribbean (IESALC), Caracas, Venezuela	1	1	2
Director	1	1	2
National Professional			
General Service			
Global Education Institutes			
International Bureau of Education (IBE), Geneva, Switzerland	1	2	2
Director	1	2	2
Professional			
General Service			
International Institute for Educational Planning (IIEP), Paris, France	2	5	9
Director	2	5	9
Professional			
General Service			
Institute for Information Technologies in Education (IITE), Moscow, Russian Federation	1	1	1
Director	1	1	1
General Service			
UNESCO Institute for Lifelong Learning (UIL), Hamburg, Germany	1	3	2
Director	1	3	2
Professional			
General Service			

Major Programme II – Natural Sciences

Responding to extraordinary times

- 02001** In July 2023, the UN Secretary-General declared that “the era of global warming has ended, and the era of global boiling has arrived”. Scientific data shows the highest ever incidence of climate and weather-related disasters, including devastating fires, floods and heat waves across the globe. There is no doubt that there is an urgent need to address the world’s complex and interconnected environmental, social and economic challenges, ranging from rising inequalities, natural resource depletion, loss of biodiversity, land degradation, climate change, natural hazards and human-made disasters, spiralling conflicts and related humanitarian crises. Urgent action is necessary to address the needs and vulnerabilities of Indigenous Peoples and of small island developing States (SIDS) that find themselves on the frontlines of increased disaster and climatic risks.
- 02002** Creating knowledge and understanding through science equips us to find solutions to today’s acute economic, social and environmental challenges and build more equitable, sustainable and greener societies. As no one country can achieve sustainable development alone, international scientific cooperation contributes, not only to scientific knowledge but also to building peace. The continuous expansion of information and communication technologies and global interconnectedness provides the potential to accelerate human progress and foster knowledge societies.
- 02003** However, as shown during the recent health pandemic, we are seeing increasing science, technology and innovation (STI) gaps as well as digital technology gaps between and within countries and regions. Although many countries boosted their research capacities and are devoting more resources than ever before to STI, discrepancies in access to scientific research and capacities between countries remain high. Women continue to face a glass ceiling in the scientific workforce.

Box SC1: In an era of “global boiling”, international scientific cooperation is needed more than ever:

- Out of the planet’s 8.1 million species, 1 million face extinction. Over 40% of the Red Listed vulnerable or endangered marine species live in marine World Heritage sites.
- 2 billion people (26% of the global population) do not have safe drinking water, and 3.6 billion (46%) lack access to safely managed sanitation. The global urban population facing water scarcity is projected to double from 930 million in 2016 to 1.7-2.4 billion people in 2050.
- Globally, only 33% of scientific researchers are women, and only 22% of AI professionals are women.
- Over 85% of the natural wetland area is already lost and 75% of the land surface altered, significantly reducing the ability of the earth’s ecosystems to support sustainable water.
- The leading direct cause of biodiversity loss is land use change which drives an estimated 30% of biodiversity decline globally.

Leveraging our unique assets

- 02004** As the consequences of climate change are becoming ever more disruptive, UNESCO will considerably reinforce its support to build resilience and adaptive capacities in Member States through the mobilization of its international and intergovernmental scientific programmes, its expert networks and its exceptional designated sites. These include:

748 biosphere reserves in 134 countries, including 23 transboundary biosphere reserves; 195 UNESCO Global Geoparks in 48 countries; and 37 UNESCO Ecohydrology Demonstration Sites in 26 countries. Since UNESCO-designated sites are on the frontlines of today's existential challenges, such as biodiversity loss, climate change, land-use changes and inadequate water management, their potential as unique 'laboratories' for research at the local level and innovative approaches to sustainable development will be increasingly harnessed for the benefit of Member States.

- 02005** UNESCO's international and intergovernmental programmes will provide critical scientific expertise to build the capacity of Member States to conduct quality research and pursue their own development agenda (specifically, the Man and Biosphere Programme, the International Geoscience and Geoparks Programme, the Intergovernmental Hydrological Programme and the International Basic Sciences Programme). UNESCO will also boost the work of its category 1 institute, the International Centre for Theoretical Physics, and of the World Academy of Sciences, and will increase its collaboration with UNESCO Chairs and category 2 centres specialized in relevant areas, and with the new UNESCO Earth Network, a group of volunteer experts who can be deployed to biosphere reserves upon invitation to advise on development issues. As an institutional partner of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES), UNESCO will contribute to IPBES' landmark assessments, which provide situation analyses and policy solutions of relevance to all levels of governance.
- 02006** As the recently nominated UN lead agency for the implementation of the International Decade of Sciences for Sustainable Development 2024-2033, UNESCO will leverage its long-standing function as convener for international cooperation in science, technology and innovation to galvanize global support and action for bridging the divides within and between countries and highlighting the importance of adequate financing and capacity-building for sciences for sustainable development. UNESCO will also seize the unique opportunity of this Decade to ensure that full and equal access to and participation in science, technology and innovation for women and men will be achieved.

Raising our ambition in the next biennium

- 02007** Under the revised Draft 42 C/5, to chart the future of sciences for sustainable development, UNESCO will further reinforce the institutional and human capacities in STEM education with a focus on gender transformative action. To develop, review and implement inclusive and gender-transformative science, technology and innovation policies, a global Science Ministerial Conference will be convened to strengthen the production and sharing of knowledge for increased societal understanding of science, technology and innovation. Enhanced technical support will be provided to Member States to implement and monitor the implementation of the UNESCO Recommendation on Open Science, with particular emphasis on specific (sub-) regional contexts. The eighth edition of the UNESCO Science Report, the only UN report which monitors global and regional trends in scientific production and governance, will be published.
- 02008** UNESCO will reinforce its support to Member States' crisis preparedness by introducing transformative methodologies for climate action through Open and Citizen Science and Youth Empowerment. These will be tested and validated in pilot biosphere reserves with low-cost, low-power technologies, such as Tiny Machine Learning. The Internet of Things and low-cost sensors will be applied in pilot biosphere reserves to incorporate assessments of climate uncertainties, such as drought risk, into long-term water planning. Moreover, UNESCO will use a bottom-up participatory approach it has developed with its partners called Climate Risk Informed Decision Analysis (CRIDA) that incorporates citizen science and open science to support evidence-based decision-making and empower youth to contribute to positive change. To foster a more effective regulatory system and greater compliance with building regulations and construction that are better able to withstand natural hazards, UNESCO will establish a Global Task Force for the Built Environment. Its

mission will be to facilitate collaboration and knowledge-sharing among stakeholders, share best practices, map ongoing activities, identify their shortcomings, and design and implement strategies and solutions.

- 02009** A multidisciplinary virtual science platform will be created comprising three innovative components: an Innovation Digital Hub for Disaster Risk Reduction and Climate Change Adaptation that will include data sharing, co-design for applications and a marketplace for private sectors, governments and donors; a Virtual UNESCO Science Museum platform providing access to information, educational resources and archival materials; and a UNESCO Open Science Platform to support the implementation of the *Recommendation on Open Science* (2021) by providing a collaborative tool for scientists, communities, policymakers, and the public. Regional cooperation and capacity building for different actors will also be enhanced to further promote open access to scientific knowledge, trust in science and science-policy-society interfaces.
- 02010** In the follow-up to COP 15 and based on the recommendations of the mid-term evaluation of the Lima Action Plan (2016-2025), UNESCO will start the consultative process for the definition of a new Action Plan for the Man and the Biosphere Programme (2026-2035) to be discussed at the 5th World Congress of Biosphere Reserves in 2025.
- 02011** Since there are still too many gaps in our knowledge of the water cycle and the impact of competing water uses – domestic, agricultural, industrial, for energy generation, etc. – UNESCO has developed a proposal for a regular science-based global assessment of water resources to generate a comprehensive knowledge base and integrate fragmented data and information to support policy, regulation and decision-making. UNESCO will develop this framework and pilot the assessment in selected countries worldwide. As a contribution to the United Nations' Early Warning for All Executive Action Plan 2023-2027, the flood and drought monitoring and forecasting tools developed will be further improved and promoted.
- 02012** A new Blue Wisdom initiative will foster knowledge exchanges among policymakers, practitioners, scientists and local and Indigenous knowledge-holders to facilitate the integration of local and Indigenous knowledge in ocean and water conservation and related policies. Within the framework of the Local and Indigenous Knowledge Systems programme (LINKS), UNESCO will support Indigenous-led research on traditional fire management, water management and governance, and will facilitate dialogue between local and Indigenous knowledge-holders, policymakers and experts to pave the way for mainstreaming traditional sustainable management systems into national strategies and policies.

Box SC2: What more will be achieved under the revised Draft 42 C/5 (examples):

- 5 additional Member States (with an additional 3 in Africa, and 2 SIDS) supported to strengthen their STEM education systems, with attention to gender.
- Ecological and biological data from 200 additional designated sites collected and integrated into UNESCO dedicated platforms and databanks.
- 5 additional Member States (with an additional 2 in Africa, and an additional 2 in SIDS) with strengthened capacities to enhance their resilience to natural hazards and climate change.
- 2,000 additional water professionals (40% women) trained with relevant skills for addressing complex water challenges.
- 8 additional initiatives in capacity-building and training programmes on gender-transformative STI policy implemented, including Open Science policy and practice.
- 7 additional Member States in Africa (of which 2 SIDS) with enhanced capacities in novel basic science and engineering and research in areas that address global challenges in urban and rural settings.

- 5 additional Member States in Africa benefiting from South-South and North-South-South networking opportunities through specialised scientific hubs and research networks in science, technology, engineering and mathematics.
- Increased delivery of UNESCO's actions in SIDS supported through enhanced house-wide coordination and monitoring of the implementation of the Operational Strategy for SIDS (2023-2029).

SC – Integrated Budget Framework by output and source of funds (in USD '000)

Output	Breakdown by source of funds - Revised Draft 42 C/5			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
1.SC6	2 350	4	5 635	7 990
3.SC1	15 371	290	22 406	38 067
3.SC2	15 698	104	27 183	42 985
3.SC3	5 963	13	3 589	9 565
4.SC4	6 833	4	8 551	15 388
4.SC5	4 355	20	5 472	9 847
Sub-total	50 570	436	72 835	123 841
MP II - Intersectoral Programmes				
3.IP2	587	-	145	732
5.IP3	325	-	-	325
Sub-total IPs	912	-	145	1 057
UNESCO Science Institutes				
4.SC5	-	-	-	-
ICTP	1 465	-	47 000	48 465
Sub-total Institutes	1 465	-	47 000	48 465
Total Major Programme II Natural Sciences	52 947	436	119 981	173 363

Strengthening our support for Global Priorities and Priority Groups

Global Priority Africa

- 02013** Lack of equipment and access to scientific information and knowledge continues to hinder the development of science and innovation in Africa. It forces many African scientists to move to more developed regions, resulting in loss of human capital and expertise on the continent. A new Remote Laboratories Initiative will make research equipment available to African scientists to conduct basic sciences in Africa. This will enhance their capacities to explore new frontiers of knowledge, contribute to innovative research and develop home-grown solutions to national, regional and global challenges.
- 02014** There are currently only two UNESCO Global Geoparks in Africa. With the Global Geoparks Network, UNESCO will train staff from African Geological Surveys to support the establishment of UNESCO Global Geoparks on the continent. Under LINKS, UNESCO will roll out the second phase of 'Knowing our Changing Climate in Africa' to document indigenous indicators used to forecast weather, climate change and climate-related hazards and assess the status of indigenous adaptation to climate change and coping strategies.
- 02015** In addition, UNESCO will provide the African Union with technical support to formulate the strategy that will succeed the Science, Technology and Innovation Strategy for Africa (2014-2024).

Global Priority Gender Equality

- 02016** Under the revised Draft 42 C/5, advancing the careers of women scientists in leadership and decision-making positions, promoting role models and providing mentors for young women scientists, giving visibility to the works of women in all scientific, technological and

innovation fields will be given a new impetus. Gender specific criteria in the selection of projects will be supported by the AfriMAB network and the International Geoscience and Geoparks Programme (IGGP), aiming to increase the current percentage (40%) of women participating in the programme. The gender-responsive indicators developed by UNESCO's World Water Assessment Programme will continue to be widely shared and used in building Member States' capacity to better mainstream gender in water management. Gender transformative actions will also guide the implementation of future activities in SIDS.

Small island developing States (SIDS)

- 02017** The overall coordination of UNESCO' action for SIDS will be reinforced, including for the monitoring of and statutory reporting on the implementation of the Operational Strategy for SIDS (2023-2029) and of the related SIDS accelerators. A particular focus will be devoted to the mobilization of new partnerships and necessary resources, as well as to improving communication and visibility of UNESCO's actions dedicated to SIDS.
- 02018** UNESCO will increase the level of engagement with all SIDS Member States and associated Member States, and other relevant stakeholders, including the group of Friend of SIDS, National Commissions, key regional entities, and the UN system, through specific mechanisms for comprehensive house-wide collaboration. This will include the annual joint organization of the SIDS-UNESCO 'Global SIDS Dialogues' to advocate for and mobilize additional support for resilience building in SIDS, in priority areas identified by SIDS.
- 02019** UNESCO will further strengthen its engagement and support to the implementation of the multidimensional vulnerability index (MVI), in its areas of competence. Moreover, UNESCO will actively support Member States in ensuring that the key areas of UNESCO's mandate addressing SIDS vulnerabilities and priorities are duly reflected in the outcome documents of the 4th International Conference on Small Island Developing States, in Antigua and Barbuda, in 2024.

Youth

- 02020** The MAB Youth Networks will be mobilized and empowered to implement the Kunming-Montreal Global Biodiversity Framework. UNESCO will also mobilize its newly established groundwater youth network and expand existing regional professional networks for disaster risk reduction and water. Youth empowerment will be further enhanced through the YouCAN network in natural sciences areas, in particular with regard to climate change action.

SC – Global Priorities and Priority Groups by source of funds (in USD '000)

	Global Priorities			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
Africa	10 635	46	39 636	50 316
Gender Equality	2 815	57	23 244	26 117
Total for Global Priorities	13 450	103	62 880	76 433

	Priority Groups			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
Small island developing States (SIDS)	5 115	25	10 300	15 441
Youth	759	48	7 274	8 081
Total for Priority Groups	5 874	73	17 574	23 521

SC – Contribution to Global Priority Africa Flagship Programmes (in USD '000)

	Flagship Programmes			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
Flagship Programme 5	1 486	-	25 838	27 323
Total	1 486	-	25 838	27 323

Major Programme II – Results Framework

Outcome 1 – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Output 1.SC6 – Institutional and human capacities strengthened in STEM education in a gender-transformative manner for sustainable development

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of Member States empowered to strengthen their STEM education systems, with attention to gender	50 of which 20 in Africa, 10 SIDS	70 of which 30 in Africa and 15 SIDS	75 of which 33 in Africa and 17 SIDS [+5; Africa +3, SIDS +2]
2. Number of large-scale training schemes for scientists and approaches for joint research in geo-basic sciences and engineering and STEM education initiated	100	180 PhD awards available, 30% young female scientists of which 50 in Africa	Same target

Outcome 3 – Enhance knowledge for climate action, biodiversity, water and ocean management, and disaster risk reduction

Output 3.SC1 – Inclusive knowledge and capacities of Member States strengthened to advance and apply science for sustainable management of natural resources, ecosystem and biodiversity conservation and restoration, and disaster risk resilience

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of Member States empowered to submit applications for the nomination of new Biosphere Reserves, including transboundary sites (TBRs), and new Global Geoparks, especially Member States that currently have no Geoparks	(i) 134 Member States having a total of 738 Biosphere Reserves of which 33 Member States in Africa and 12 Member States in SIDS (ii) 46 Member States having 177 UNESCO Global Geoparks	(i) 7 new Member States supported to submit applications of which 3 in Africa and 2 SIDS; 2 new TBRs (ii) 5 new Member States with active UNESCO geoparks applications of which 3 from Africa, Central Asia and Arab States (iii) 15 new UNESCO Global Geoparks	(i) 8 new Member States [+1] supported to submit applications of which 3 in Africa and 2 SIDS; 2 new TBRs (ii) 8 new Member States [+3] with active UNESCO geoparks applications of which 3 from Africa, Central Asia and Arab States (iii) 18 new UNESCO Global Geoparks [+3]

2. Number of Member States empowered to improve management of UNESCO-designated and affiliated sites for sustainable development solutions (green and inclusive economies)	41 Member States have implemented strategies to improve green and inclusive economies	43 Member States, of which 5 in Africa, and 2 SIDS	50 Member States of which 7 in Africa, and 4 SIDS [+7, Africa +2, SIDS +2]
3. Number of supported Member States equipped to apply scientific research and innovation for improved integrated and inclusive management of natural resources and ecosystem restoration; number of Member States empowered to implement in BRs and natural sites research programmes promoting sustainability science targeting youth and women	52 Member States out of which 30 Member States/ natural sites targeting Youth and women empowerment	54 Member States of which 5 in Africa, 5 SIDS, all activities gender sensitive	60 Member States of which 8 in Africa, 6 SIDS, all activities gender sensitive [+6, Africa +3, SIDS +1]
4. Number of UNESCO designated sites with ecological and biological data collected and integrated into UNESCO dedicated platforms and databanks	600 sites, of which 70 in Africa and 9 in SIDS	100 additional sites of which 15 in Africa and 2 SIDS; at least 1 new TBR	300 additional sites of which 15 in Africa and 2 SIDS; at least 1 new TBR [+200]
5. Number of Member States using teaching and learning materials, tools and methodologies elaborated to improve climate change awareness, literacy and education also drawing on local and indigenous knowledge, and engaging and empowering youth	59 Member States (12 for youth and 3 for LINKS)	60 Member States (7 for youth and 3 for LINKS)	Same target
6. Number of Member States which have enhanced their overall resilience to the impacts of climate change, including through solutions developed and applied in UNESCO designated sites, and through the house-wide coordination of UNESCO's action on climate change	25 Member States using either BR or UNESCO Global Geoparks, or WH sites as climate change observatories	Additional 5 Member States of which 3 in Africa and 2 SIDS	Additional 7 Member States of which 3 in Africa and 2 SIDS [+2]
7. Number of Member States with capacities strengthened to enhance their resilience to, and address the challenges faced by women and girls with regard to natural hazards and climate change	70 of which 6 in Africa and 8 in SIDS	Additional 10 of which 2 in Africa and 1 SIDS	Additional 15 of which 4 in Africa and 3 SIDS [+5, Africa +2, SIDS+2]

<p>8. Number of gender-responsive scientific assessments conducted and knowledge networks supported that mobilize, enhance and reinforce transmission of local and Indigenous knowledge particularly transmitted by women contributing to climate change issues, ecosystems and biodiversity monitoring including in the UNESCO designated sites</p>	<p>12 IPBES Assessments 3 National Ecosystems Assessment 10 African partners 4 Global networks 4 Caribbean partners 4 regional knowledge processes 1 UN Decade framework and plan</p>	<p>15 IPBES Assessments 5 new National Ecosystems Assessment 12 African partners 6 Global networks 6 SIDS partners 5 regional knowledge processes 4 UN Decade frameworks and plans</p>	<p>Additional: +1 Global network +2 African partners +2 SIDS partners At least 2 ILK international events on freshwater</p>
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Output 3.SC2 – Water science, innovation, education, management, cooperation and governance bolstered for a water-secure world in a changing environment

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
<p>1. Number of Member States and river basins organizations which benefit from and apply UNESCO’s scientific research and knowledge products, innovative approaches, methodologies and tools in addressing water related challenges</p>	<p>(i) 6 Member States applying UNESCO monitoring systems and methodologies of which 3 applied updated systems (ii) 40 Member States, of which 17 in Africa and 3 SIDS, practiced inclusive water management and governance based on improved water scientific data, research and knowledge; 20 Member States using updated systems (iii) 20 basins (surface and groundwater) organizations using UNESCO scientific assessments of which 10 using updated assessments</p>	<p>(i) at least 3 additional Member States including those applying updated systems (1 in Africa and 1 SIDS) (ii) 20 additional Member States including those using updated systems of which 10 in Africa and 3 SIDS (iii) at least 10 additional basins including those using updated assessments and at least 2 in Africa</p>	<p>(i) At least 4 additional Member States including those applying updated systems (2 in Africa and 1 SIDS) [+1 in Africa] (ii) 24 additional Member States including those using updated systems of which 11 in Africa and 4 SIDS [+4, Africa +1, SIDS +1] (iii) At least 13 additional basins including those using updated assessments and at least 2 in Africa [+3]</p>
<p>2. Number of UNESCO designated sites (Natural world heritage sites, Biosphere reserves and geoparks), ecohydrology demonstration sites and experimental basins supported to implement integrated, holistic and ecohydrology approaches for improved water management</p>	<p>(i) 37 ecohydrology demonstration sites in 27 Member States (ii) 4 experimental Basins of which 2 with updated systems (iii) 10 designated sites of which 2 with updated systems of which 3 in Africa and 1 SIDS</p>	<p>(i) 3 new sites of which 2 in Africa (additional) (ii) 5 additional including basins with updated systems of which 2 in Africa (iii) 5 including those with updated systems of which 3</p>	<p>(i) 5 new sites of which 2 in Africa (additional) [+2] (ii) 6 additional including basins with updated systems of which 2 in Africa [+1] (iii) 7 including those with updated systems of which 3 in Africa and 1</p>

		in Africa and 1 SIDS (additional)	SIDS (additional) [+2]
3. Number of Member States supported in improving their transboundary water systems (surface water and groundwater) management and governance to attain and monitor the SDG 6	(i) 24 Member States, 3 of which in Africa on transboundary groundwater including 12 Member States with updated systems (ii) 130 reports received on 6.5.2	(i) 12 additional Member States including those with updated systems, 4 of which in Africa on transboundary groundwater (ii) 140 countries reporting	Same targets
4. (i) Number of Member States that are supported to use and apply the WWDR findings and recommendations to strengthen inclusive water management and governance (ii) Number of Member States enabled to apply gender responsive indicators in their mechanisms and policies	(i) 4 Member States in two years; 0 policy-dialogues (ii) 5 Member States per year	(i) At least 8 Member States and 4 partners including 3 in Africa and 2 SIDS (ii) 20 Member States of which 6 in Africa and 3 SIDS	Same targets
5. (i) Number of Member States supported to strengthen water education approaches at all levels (ii) Number of trained water professionals with relevant skills for addressing complex water challenges with a focus on women and youth (iii) Number of IHP National Committees trained and supported to advise Member States in managing water resources sustainably and in using WINS (Water Information Network System)	(i) 15 (ii) 20,000 and 200 youth (iii) 80 IHP National Committees have access to WINS of which 30 trained	(i) 15 of which 4 in Africa and 3 SIDS (ii) 10,000 additional (40% women) and at least 1,000 additional youth (iii) up to 20 additional National Committees trained to use WINS including 5 in Africa and 5 SIDS	(i) 20 of which 6 in Africa and 3 SIDS [+5, Africa +1] (ii) 12,000 additional (40% women) and at least 1000 additional youth [+2,000] (iii) Up to 22 additional National Committees trained to use WINS including 5 in Africa and 5 SIDS [+2]

Output 3.SC3 – Small island developing States (SIDS) empowered with strengthened capacities in UNESCO fields of expertise to better address their specific challenges

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of internal mechanisms strengthened to improve programme delivery, monitoring and reporting of the impact of UNESCO's actions in SIDS	5 mechanisms in place at the end of 2023: - UNESCO SIDS exchange meetings (2) - Contribution to UNSG Report (2) - Meetings with SIDS focal Points HQ's + FO's (3)	5 same mechanisms in place, but increase of frequency and effectiveness: - UNESCO-SIDS exchange meetings (2) - Contribution to	5 same mechanisms in place, but increase of frequency and effectiveness: - UNESCO-SIDS exchange meetings/dialogues (2)

	<ul style="list-style-type: none"> - Operational strategy for SIDS in place (1) - Meetings with SIDS Group (2) and with Group of Friends of SIDS (2) 	<ul style="list-style-type: none"> UNSG Report (2) - Meetings with SIDS focal Points HQ's + FO's (5) - Operational strategy for SIDS in place (1) - Meetings with SIDS Group (4) and with Group of Friends of SIDS (4) - At least 1 workshop per year organised with SIDS focal points to coordinate inputs for planning, implementation and reporting on activities <p>Operational strategy mainstreamed in online planning and implementation tools</p>	<ul style="list-style-type: none"> - Contribution to UNSG Report (2) - Meetings with SIDS Group (4) and with Group of Friends of SIDS (4) - Regular internal HQ+FO meetings for overall coordination, planning, monitoring and reporting of activities (at least 4) - Operational strategy mainstreamed in online planning and implementation tools <p>Coordination mechanism in place for UNESCO's participation in and follow up on the 4th International Conference on SIDS [New]</p>
2. Number of SIDS empowered with resilience-based and gender responsive initiatives developed in ecosystem and biodiversity conservation and restoration, climate related work, DRR and water governance and management	22	38 SIDS empowered in: <ul style="list-style-type: none"> - ecosystem/ biodiversity (5) - climate education (5) - DRR (3) - water governance/ management (3). 	38 SIDS empowered in: <ul style="list-style-type: none"> - ecosystem/ biodiversity (7) [+2] - climate education (5) - DRR (3) - water governance /management (5) [+2]
3. Number of SIDS Member States institutional and human capacities in basic sciences, research and engineering (STEM) strengthened	50% (19 SIDS) (In 2022-2023 only dedicated to Caribbean SIDS)	60% AIS SIDS (2) Pacific SIDS (3)	Same targets
4. Number of SIDS Member States equipped with multiple types of knowledge clusters by bridging local, indigenous, and science-based knowledge	10	16 <ul style="list-style-type: none"> - GO-SPIN Pacific SIDS (1) - Open Science Pacific SIDS (3) - LINKS Pacific SIDS (2) 	Same targets

Outcome 4 – Advance international cooperation in science, technology and innovation

Output 4.SC4 – Member States’ capacities strengthened to improve science, technology and innovation (STI) policies and access to scientific and technological advancements and enhance knowledge sharing, including through open science

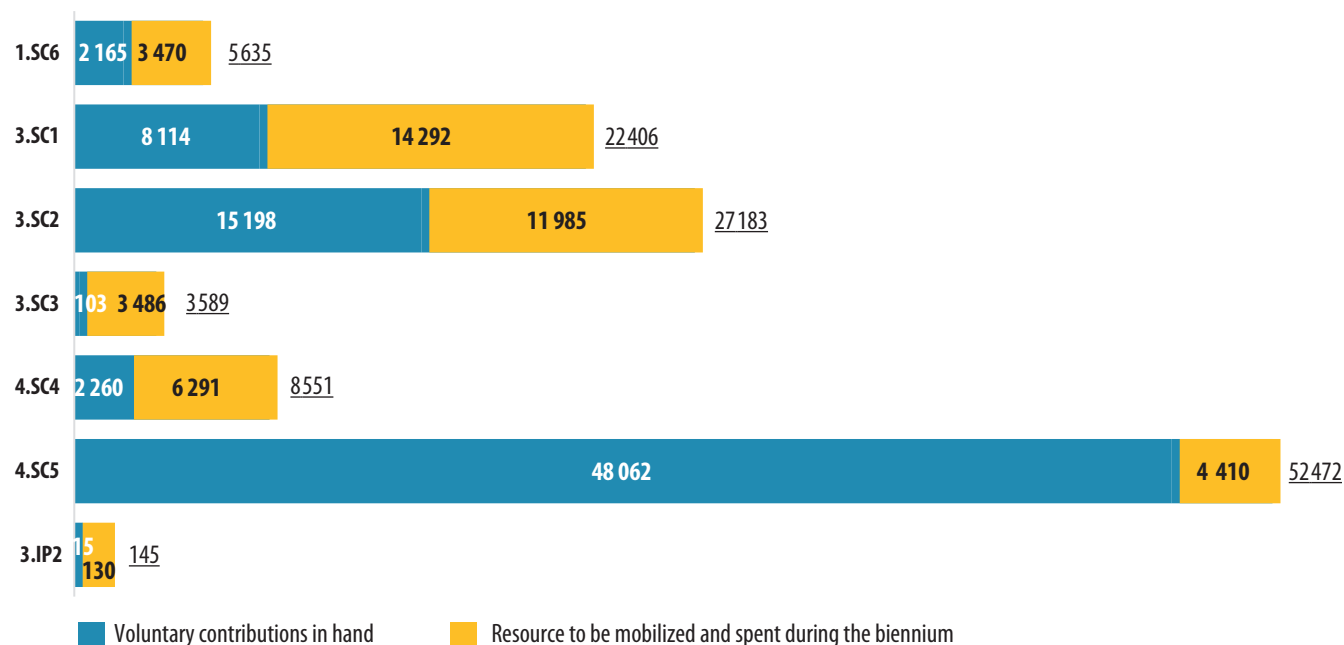
Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of supported international and regional cooperation and exchange mechanisms on STI policy and governance, including global and regional Open Science collaboration mechanisms and partnerships	3 collaboration mechanisms on STI for the SDGs and Open Science	6 mechanisms, out of which 1 in Africa	7 mechanisms of which 2 in Africa [+1 in Africa]
2. Number of supported initiatives in capacity-building and training programmes on gender-transformative STI policy including Open Science policy and practice	16 capacity-building initiatives and programmes on STI policy	8 capacity-building out of which 3 in Africa	16 capacity building initiatives out of which 6 in Africa [+8, Africa +3]
3. Number of countries supported to develop inclusive gender-transformative STI policy systems and governance, and innovation platforms to stimulate entrepreneurship	11 countries out of which 8 in Africa and 1 SIDS	3 additional countries out of which 1 in Africa and 1 SIDS	4 additional countries out of which 2 in Africa and 1 SIDS [+1 in Africa]
4. Global assessment undertaken on Open Science policies and platforms (water, biodiversity and oceans, and natural heritage) and best practices from around the world compiled and shared, using gender indicators	2 assessments and 1 call for best practices	2 assessments and 1 compilation of best practices	4 assessments [+2] and 2 compilations [+1]

Output 4.SC5 – Institutional and human capacities in basic sciences, technology, research, innovation, and engineering enhanced to advance knowledge for sustainable development

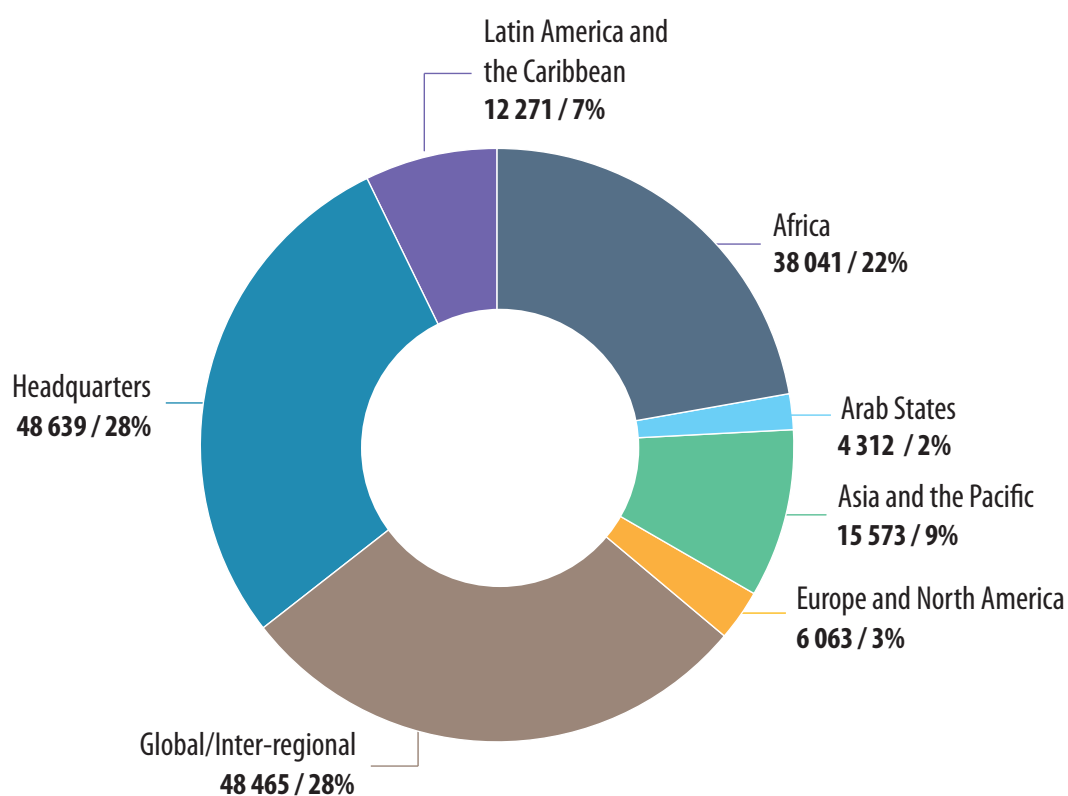
Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of Member States with enhanced capacities in novel basic science and engineering and research in areas that address global challenges in urban and rural settings	40 Member States of which 14 in Africa 3 SIDS of which 50% women	60 Member States of which 20 in Africa, 6 SIDS of which 50% women	67 Member States of which 27 in Africa, 8 SIDS of which 50% women [+7 in Africa out of which SIDS +2]
2. Number of initiatives implemented to advance the scientific careers of young scientists ensuring gender parity and that give visibility to the scientific innovations and technological research of women scientists	6 initiatives	10 initiatives of which 2 in Africa	12 initiatives of which 4 in Africa [+2 in Africa]
3. Number of Member States benefitting from enhanced S-S and N-S-S networking opportunities through specialized scientific hubs and research networks in science, technology, engineering and mathematics	55 Member States of which 19 in Africa and 5 SIDS	65 Member States of which 25 in Africa and 10 SIDS	75 Member States of which 35 in Africa and 13 SIDS [+10 in Africa out of which SIDS +3]

Major Programme II – Resource Distribution

SC – Voluntary contributions (in USD '000)



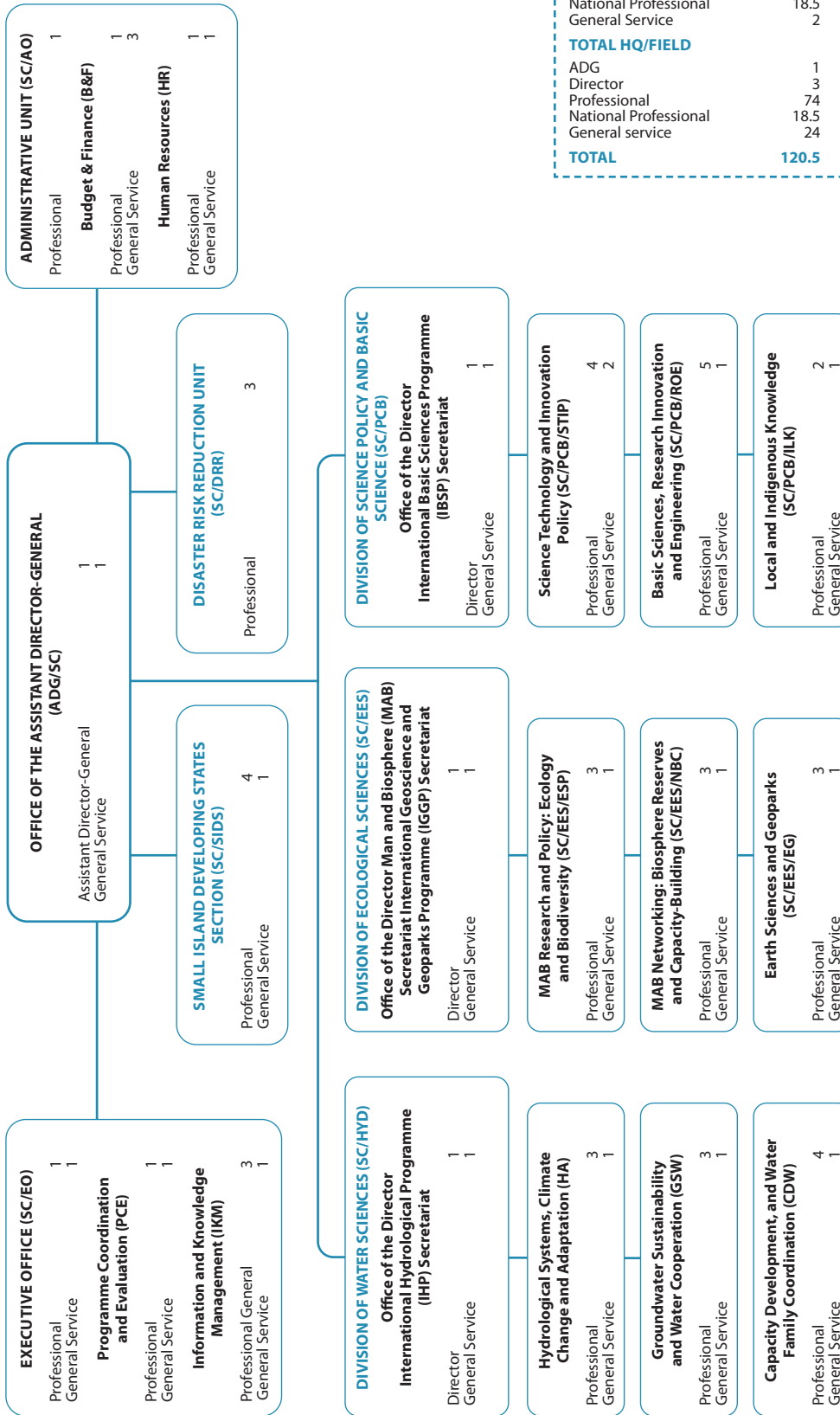
SC – Decentralization of resources by Region (in USD '000)



Natural Sciences Sector (SC)

Organizational Chart - Revised Draft 42 C/5

(Established Posts)



NUMBER OF POSTS	
HQ	
ADG	1
Director	3
Professional	45
General Service	22
FIELD	
Professional	29
National Professional	18.5
General Service	2
TOTAL HQ/FIELD	
ADG	1
Director	3
Professional	74
National Professional	18.5
General service	24
TOTAL	120.5

FIELD OFFICES	
Africa Professional 9 National Professional 7	Europe and North America Professional 3
Arab States Professional 4 National Professional 3 General Service 1	Latin America and the Caribbean Professional 6 National Professional 4
Asia and the Pacific Professional 7 National Professional 4.5* General Service 1 ** Cost shared with IOC	ICTP ADG 1
TWAS Director 1	GLOBAL SCIENCE PROGRAMME & INSTITUTES WWAP Director 1 Professional 2

Intergovernmental Oceanographic Commission

Responding to extraordinary times

- 03001** Eutrophication, acidification, marine heatwaves, deoxygenation, habitat destruction, overfishing and plastic pollution are seriously threatening our ocean's health. Its life-supporting functions are under threat. For example, the ocean's capacity to act as carbon sink is approaching its limit. While more than 50% of the world's oxygen is produced by the ocean, the ocean is becoming "hot, sour and breathless".
- 03002** Multiple stressors are forcing thousands of marine species to shift their distribution patterns, causing dramatic changes to ecosystem functioning and services, with profound impacts on society. Ten percent (10%) of the world's population and physical assets are based less than 10 metres above sea level, and many coastal cities are directly affected by severe weather, climate, and ocean-driven impacts, such as tsunamis and storm surges. These vulnerabilities will further increase because of sea-level rise due to anthropogenic climate change. Yet the ocean and its resources provide key ecosystem services and benefits that are crucial for human well-being and the prosperity of the global economy.
- 03003** But humankind has a chance to enter a new phase in its relations with the ocean. Prior ignorance resulted in using the ocean as an unlimited resource, turning it into a sink for human-generated waste. This led to habitat destruction, loss of biodiversity, occurrence of massive dead zones and ultimately the loss of livelihoods and increased vulnerability for people in all ocean basins. Ocean science is now changing our awareness about the ocean health crisis.
- 03004** The UN system reacted by formulating Sustainable Development Goal (SDG) 14 on the Ocean, including ocean issues in the UN frameworks for climate and biodiversity, in the emerging treaty to address plastic pollution, and by arranging to stop harmful fisheries subsidies. A legally binding UN Treaty on the conservation and sustainable use of marine biodiversity of areas beyond national jurisdiction (BBNJ) creates new opportunities for managing the ocean sustainably. The role of ocean science, not only as a means of diagnosing the crisis, but as a source of solutions to the problem provides the rationale for the UN Decade of Ocean Science for Sustainable Development (2021-2030). This unprecedented UN campaign for the ocean and the related responsibility requires a new level of IOC delivery and commensurate resources.

Box IOC1: We are facing a severe ocean health crisis. Investing in ocean science can help turn the tide:

- 10% of the world's population and physical assets are based less than 10 metres above sea level, and many coastal cities are directly affected by severe weather, climate, and ocean-driven impacts, such as tsunamis and storm surges.
- The pace of global mean sea level rise accelerated from 2.1mm/year over 1993-2002 to 4.7mm/year from 2013-2021.
- The ocean absorbs 25% of CO₂ emissions, but with open-ocean surface pH projected to decrease by around 0.3pH units by 2081-2100, its capacity to act as carbon sink is approaching its limit. 20-50% of global blue carbon ecosystems have already been lost or degraded.
- The ocean is losing oxygen at a rapid rate estimated at 2% since 1960, unprecedented in earth's recent history.
- The percentage of globally averaged national research budget allocated for ocean science currently stands at just 1.7%.

Leveraging UNESCO's unique assets

- 03005** The UNESCO-IOC State of the Ocean Report 2022 shows that our current ocean knowledge is able to identify issues, but falls short of being comprehensive and quantitative, hence actionable. 'One cannot manage what one cannot measure'. The main objective of IOC is to transform ocean science and generate knowledge to systematically provide a basis for ocean action.
- 03006** UNESCO-IOC brings to this challenge a strong ecosystem of assets, including a unique specialized expert networks, frameworks and global systems that support delivery of data and services across the ocean knowledge value chain: from research and observation to data management, from ocean information services to product development, from policy advice to ocean management guidance. IOC is able to leverage unique assets, such as the Global Ocean Observing System (GOOS), the International Ocean Data Exchange (IODE) and tsunami warning and mitigation systems in four Tsunami-prone ocean basins, with 13 Tsunami service providers monitoring seismic and sea-level activity and issuing tsunami threat information to national Tsunami Warning Centres and Focal Points.
- 03007** In addition, UNESCO-IOC is uniquely placed through its global co-ordinator role for the UN Decade of Ocean Science for Sustainable Development. The Decade is the largest undertaking in the history of ocean science: a global movement and coordinated UN-led framework for delivering co-designed solutions to address planetary challenges, working with a multitude of stakeholders, such as academia, youth, indigenous knowledge holders, industry, policy makers and philanthropy. UNESCO-IOC also holds the UN custodianship for reporting on SDG targets 14.3 and 14.a and is supporting UNEP on the scientific aspects of reporting on SDG targets 14.1 and 14.2, and the provision of ocean science delivery mechanism to achieve global ocean targets under climate and biodiversity related conventions and the BBNJ Treaty.
- 03008** In order to ensure equitable participation of all Member States in its programmes, the Commission implements a dedicated capacity development strategy ("Leaving no one behind") across all aspects of its mandate.

Raising our ambition in the next biennium

- 03009** During the next biennium, under its Medium-Term Strategy 2022-2029, UNESCO-IOC will reinforce its work across several critical areas.
- 03010** UNESCO-IOC will enable the science needed for society to respond to climate change and develop sustainable ocean economy. To this end, observations of Essential Ocean Variables across physics, biogeochemistry, biology, ecology, and human impacts will be expanded to provide data that is critical for carbon budgets and management, forecasting of tropical cyclones, marine heat waves and storm surges, marine biodiversity management and community needs, including protecting 30% of the ocean area by 2030.
- 03011** UNESCO-IOC will provide Member States with a fully operational and accessible-to-all Global Ocean Data and Information System (ODIS), a source of reliable ocean data and information, essential for decision-making. It will provide capacity development opportunities to the Clearing House Mechanism for the new UN BBNJ Treaty. It will reinforce national capacities for marine biodiversity monitoring and establish marine pest surveillance programmes on the ground, through the Ocean Biodiversity Information System (OBIS) and the Harmful Algal Blooms (HAB) programme.
- 03012** In addition, it will implement the IOC Capacity Development Strategy 2023-2030, nationally and regionally, supported by the OceanTeacher Global Academy (OTGA) training system, regional training and research centres, and the Ocean Literacy⁷ programme. Work will also

⁷ Ocean Literacy refers to the understanding of the ocean's influence on us and our influence on the ocean.

include an expansion of the Ocean CD-Hub to provide increased access to and information on capacity development opportunities offered globally.

- 03013** Under the revised Draft 42 C/5, UNESCO-IOC will also be able to achieve major improvements in accuracy and timeliness of tsunami warnings, including a 100% increase, over the currently existing level, of the number of communities recognized as Tsunami Ready, with a focus on SIDS and LDCs. The IOC will lead a global push for sustainable ocean planning and management in cooperation with private and public sector partners and other relevant UN bodies and will take stock of achievements and create further momentum for the success of the Ocean Decade at the milestone International Ocean Decade Conference in 2024 and the UN Ocean Conference in Nice, France in 2025.

Box IOC2: What more will be achieved under the revised Draft 42 C/5 (examples):

- 50 additional Member States (with an additional 26 in Africa and 10 SIDS) supported in ocean observation and data management through the Global Ocean Observing System (GOOS) and IOC Ocean Data and Information System (ODIS).
- 15 additional Member States (with an additional 5 in Africa and 10 SIDS) equipped with increased preparedness and resilience to the risks of tsunamis and other ocean-related hazards.
- A 100% increase of the number of communities recognized as Tsunami Ready, with a focus on SIDS and LDCs.
10 additional Member States (with an additional 5 in Africa, and 2 SIDS) with access to multi-languages ocean literacy resources and training programmes.

IOC – Integrated Budget Framework by output and source of funds (in USD '000)

Output	Breakdown by source of funds - Revised Draft 42 C/5			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
3.IOC1	20 407	100	26 110	46 617
Sub-total	20 407	100	26 110	46 617
IOC - Intersectoral Programmes				
3.IP2	728	-	946	1 674
Sub-total IPs	728	-	946	1 674
Total Intergovernmental Oceanographic Commission	21 135	100	27 056	48 291

Strengthening our support for Global Priorities and Priority Groups

Global Priority Africa

- 03014** The Ocean Decade Africa Roadmap will guide the implementation of the UNESCO Global Priority Africa Flagship Programme 5 and the work of the IOC Sub-Commission for Africa and the Adjacent Island States. Under its new Capacity Development Strategy (2023-2030), IOC will expand its global network of training centres (OTGA) in Africa and make full use of regional and local expertise to deliver needs-tailored training in key ocean issues. The IOC ODIS and its Ocean InfoHub will facilitate access of the regional community of practice to global ocean information, data and knowledge products for management, incorporating indigenous and local knowledge. GOOS-Africa will enable the region to coordinate and stimulate investment to advance regional capacity for ocean information and services. At-risk communities in at least 16 African countries and island states will engage in the IOC Tsunami Ready Recognition Programme.

Global Priority Gender Equality

03015 With continued impact monitoring through the Global Ocean Science Report and its data portal, UNESCO will catalyse the already launched Programme on Leadership of Women in the Ocean Decade and develop a roadmap to mainstream gender equality throughout its programmes and the Ocean Decade actions.

Small island developing States (SIDS)

03016 SIDS are solidly defined as a priority group in the IOC Medium-Term Strategy (2022-2029), with focus on their safety, including efficiency of tsunami warnings. The Ocean Decade Tsunami Programme will significantly develop the technical foundation and societal impact of the warning systems, striving to make sure that, by 2030, 100% of at-risk communities in the Caribbean, Pacific Ocean, Indian Ocean, and Mediterranean and northeast Atlantic are recognized as Tsunami Ready. Alliances with partner organizations in the Atlantic and Pacific will ensure engagement of ocean basins not covered by IOC regional subsidiary bodies. Targeted investments will allow customized approaches to capacity development based on SIDS-specific requirements and priorities. Ocean literacy dedicated action will be considerably strengthened in SIDS.

Youth

03017 With regional hubs in Africa and Asia, the UN Ocean Decade Early Career Ocean Professionals programme will continue to strengthen perspectives for new generations of ocean scientists, offering them a collective voice and transferring to them the knowledge from experienced professionals. Promoting ocean sustainability – “the Ocean We Want” – will incorporate new ways of thinking and stewardship.

IOC – Global Priorities and Priority Groups by source of funds (in USD '000)

	Global Priorities			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
Africa	5 732	23	6 980	12 735
Gender Equality	2 658	13	3 243	5 914
Total for Global Priorities	8 390	36	10 223	18 649

	Priority Groups			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
Small island developing States (SIDS)	4 331	20	5 407	9 759
Youth	1 221	3	1 495	2 719
Total for Priority Groups	5 552	23	6 902	12 478

IOC – Contribution to Global Priority Africa Flagship Programmes (in USD '000)

	Flagship Programmes			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
Flagship Programme 5	5 122	38	6 230	11 391
Total	5 122	38	6 230	11 391

Intergovernmental Oceanographic Commission - Results Framework

Outcome 3 – Enhance knowledge for climate action, biodiversity, water and ocean management, and disaster risk reduction

Output 3.IOC1 – Member States critically supported in strengthening their capacity to conduct marine scientific research, generate knowledge, and develop and implement science-based tools, services, and policies in order to reverse the decline in ocean health

and accelerate the transition towards sustainable management of ocean-related risks and opportunities

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of Member States with experts actively engaged in the design and implementation of ocean research, generating knowledge to address key sustainability issues	(i) 98 (Africa 22, SIDS 19, 37% women among experts) (ii) SDG 14.3.1: 40 (Africa 8, SIDS 3)	(i) 106 (Africa 24, SIDS 22) (ii) SDG 14.3.1: 45 (Africa 12, SIDS 6)	(i) 108 (Africa 25, SIDS 23) [+2, Africa +1, SIDS +1] (ii) SDG 14.3.1: 47 (Africa 13, SIDS 7) [+2, Africa +1, SIDS +1]
2. Number of Member States engaged in advancing ocean observation and data management through the Global Ocean Observing System (GOOS) and IOC Ocean Data and Information System (ODIS) delivering key information for science-informed solutions	GOOS: (i) contributing to global networks: 84 (Africa 8, SIDS 8) (ii) actively monitoring ocean biological variables: 62 (Africa 5, SIDS 12) ODIS/OIH: 25 (Africa 2, SIDS 5) ODIS/OBIS: 61 (Africa 16, SIDS 21)	GOOS: (i) 88 (Africa 10, SIDS 10) (ii) 70 (Africa 7, SIDS 18) ODIS/OIH: 50 (Africa 4, SIDS 15) ODIS/OBIS: 70 (Africa 18, SIDS 24)	GOOS: (i) 94 (Africa 12, SIDS 14) [+6, Africa +2, SIDS +4] (ii) 74 (Africa 10, SIDS 19) [+4, Africa +3, SIDS +1] ODIS/OIH: 100 (Africa 30, SIDS 25) [+50, Africa +26, SIDS +10] Specifically: <ul style="list-style-type: none"> • 40 Institutional partners • 50 Partner databases indexed (which are discrete databases - some partners have more than one) • 5 regions (LAC, AFR, IND, PAC, P-SIDS) • >200,000 content items in 8 categories • >15,000 users from 140 countries (December 2022) • >100 institutional partners involved in the co-design process ODIS/OBIS: 80 (Africa 20, SIDS 26) [+10, Africa +2, SIDS +2] Specifically: 1,000 new datasets, 20 million new records and 250 new scientific publications per year
3. Number of Member States with strengthened capacities to develop and implement early warning systems and increase preparedness for and resilience to the risks of tsunamis and other ocean-related hazards	(i) Tsunami Warning Focal Points: 142 (Africa 11, SIDS 35) (ii) National Tsunami Ready Board and at least 1 Tsunami Ready	(i) 146 (Africa 13, SIDS 38) (ii) 44 (Africa 5, SIDS 20)	(i) 148 (Africa 14, SIDS 39) [+2, Africa +1, SIDS +1] (ii) 59 (Africa 10, SIDS 30) [+15, Africa +5, SIDS +1]

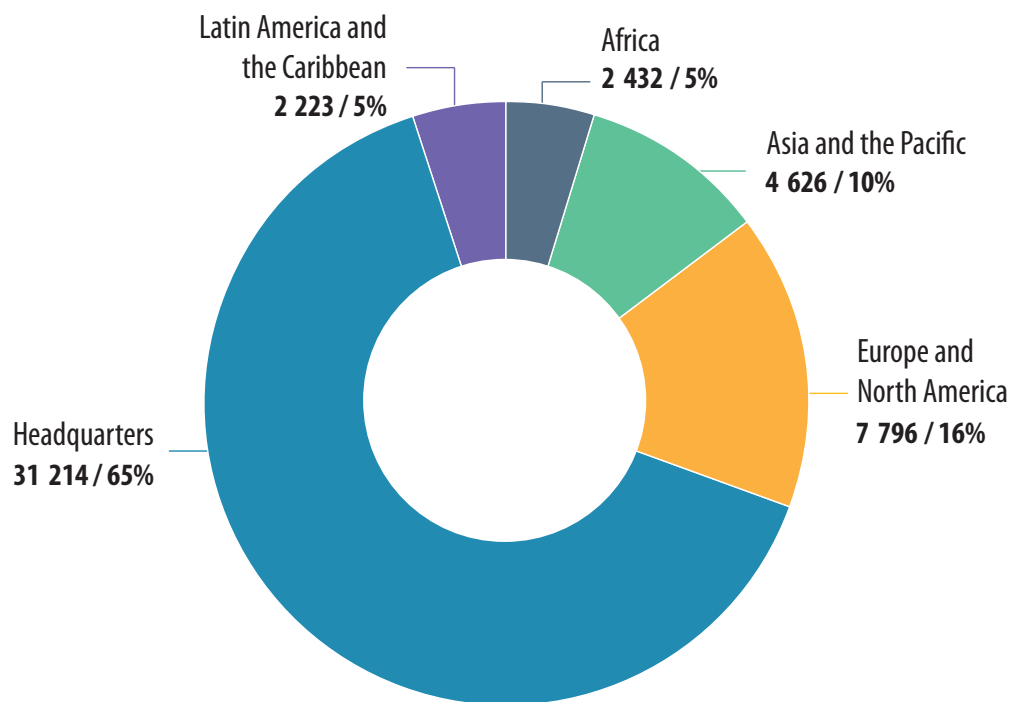
	Community: 22 (Africa 0, SIDS 9)		+10]
4. No of supported Member States that contribute data and information to assessment, global repositories, science/policy interface underpinning sustainable ocean management and decision-making	70 (Africa 12, SIDS 5)	82 (Africa 15, SIDS 10)	83 (Africa 16, SIDS 10) [+1 in Africa]
5. Number of Member States supported in the implementation of science-based ocean management plans and transformative solutions for sustainable development	Ocean Decade: 80 (Africa 15, SIDS 10) MSP Roadmap: 100 (Africa 16, SIDS 14)	Ocean Decade: 90 (Africa 18, SIDS 13) MSP Roadmap: 110 (Africa 20, SIDS 16)	Ocean Decade: Same target MSP Roadmap: 112 (Africa 21, SIDS 17) [+2, Africa +1, SIDS +1]
6. Number of Member States supported in strengthening their capacity in marine scientific research and biodiversity, observations and services, through the IOC Capacity Development	GOSR: 53 (Africa 13, SIDS 4) CD OTGA: 87 (Africa 30, SIDS 15)	GOSR: 65 (Africa 15, SIDS 6) CD OTGA: 105 (Africa 35, SIDS 15)	GOSR: 66 (Africa 16, SIDS 6) [+1 in Africa] CD OTGA: 106 (Africa 36, SIDS 15) [+1 in Africa]
7. Number of Member States provided with access to multi-languages ocean literacy resources and training programmes	80 (Africa 8, SIDS 10)	100 (Africa 20, SIDS 15)	110 (Africa 25, and SIDS 17) [+10, Africa +5, SIDS +2]

Intergovernmental Oceanographic Commission – Resource distribution

IOC – Voluntary contributions (in USD '000)



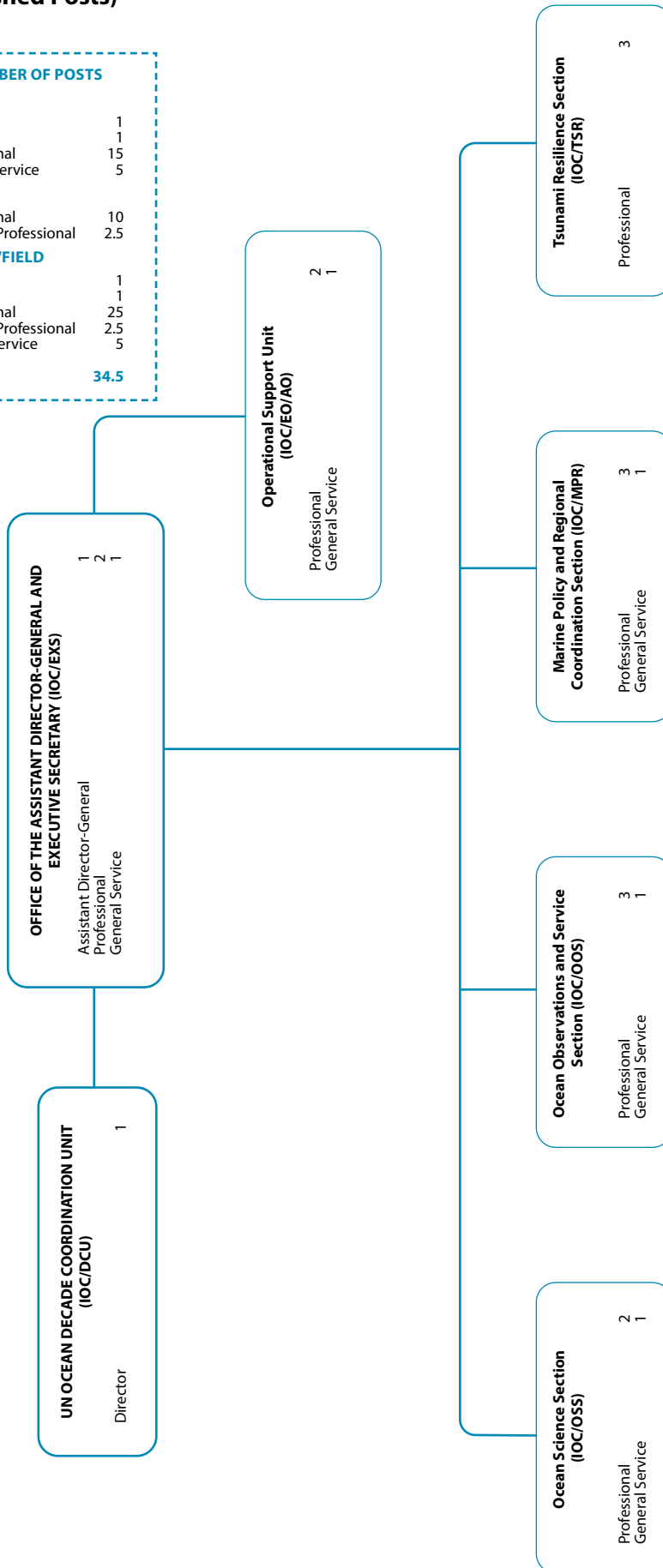
IOC – Decentralization of resources by Region (in USD '000)



Intergovernmental Oceanographic Commission (IOC) Organizational Chart - Revised Draft 42 C/5

(Established Posts)

NUMBER OF POSTS	
HQ	
ADG	1
Director	1
Professional	15
General Service	5
FIELD	
Professional	10
National Professional	2.5
TOTAL HQ/FIELD	
ADG	1
Director	1
Professional	25
National Professional	2.5
General service	5
TOTAL	34.5



FIELD OFFICES

Africa Professional 2	Asia and the Pacific Professional 3 National Professional 1.5* * post shared with SC	Latin America and the Caribbean Professional 1 National Professional 1	Europe and North America Professional 4
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Major Programme III – Social and Human Sciences

Responding to extraordinary times

04001 Major trends, such as growing inequalities, accelerating climate change, changing demographics and the digital transformation, are placing significant pressures on our societies. This calls for an urgent and nuanced understanding of the implications of these changes to devise effective pathways and policies to achieve equitable, fair and just societies. Scientific freedom and safety of scientists must be ensured, including for the development of factual, unbiased research and knowledge, and trust in science needs to be restored at a moment in which it is declining in many places. Rapid advances in emerging technologies and the rise of Artificial Intelligence and other new technologies have made imperative the need for ethical guardrails and global standards, as well as for citizens who are empowered to shape these developments. It is also imperative that societies guard against the further exacerbation of discrimination, exclusion, and inequalities, made more visible as a result of global crises, and that science and scientific progress are better leveraged to work for the good of humanity.

Box SHS1: Our societies are dealing with huge transformations. Understanding and managing their implications is critical:

- The number of incidents related to the ethical misuse of AI has increased 26 times between 2012 and 2023. But only 58 out of 181 countries have released a national AI strategy since 2017.
- Neurotechnology companies saw a 700% increase in investments over the last few years, potentially challenging our understanding of personal identity and privacy.
- Women are 27 times more likely to be abused online than men.
- 1.2 billion is the number of young people aged between 15 to 24 years today.
- The global youth unemployment rate is estimated at 15.6%, more than three times the adult rate.
- In 2022, 391 attacks on higher education communities were documented in 65 countries and territories.

Leveraging our unique assets

04002 UNESCO plays a critical role as a laboratory of ideas, promoter of the science-policy nexus and champion of robust science and scientific research, including on the ethical aspects of science and technology. Increasing implementation of the Recommendation on the Ethics of Artificial Intelligence will be a significant contribution to promoting digital citizenship, applying as well, an ethical lens to other crucial emerging technologies. Scientific freedom and safety of scientists will be advanced, as will be meaningful engagement with youth, particularly on issues of crisis preparedness, reinforcing media and information literacy, digital citizenship and the protection of the environment. Youth-led research will be reinforced for youth development in line with 2030 Agenda. UNESCO will address the pervasiveness of racism and discrimination, which has exacerbated inequalities and injustices. Evidence-based actions to drive positive change under the multistakeholder Global Forum against Racism and Discrimination will be reinforced.

04003 In addressing global emerging challenges at the frontier of scientific and technological advancements, UNESCO will enhance and strengthen its cooperation with a unique set of partners and specialized networks, such as the AI Experts without Borders, the Women4Ethical AI and the Ethics of AI Observatory.

Raising our ambition in the next biennium

- 04004** Under the revised Draft 42 C/5, UNESCO will enhance multidisciplinary approaches in delivering its programmes focused on ensuring scientific freedom and safety of scientists, the well-being of people, in particular, groups such as women and youth. With enhanced resources, both financial and human, the number of youth organizations reached to develop and implement youth-led research will double.
- 04005** UNESCO will advance ethical guardrails and global standards on emerging technologies. The comprehensive scope and multidisciplinary approach of UNESCO's Recommendation on the Ethics of AI provide a normative framework for reinforcing AI-aspects of digital citizenship. As such, increasing the implementation of the Recommendation will be a significant contribution to promoting digital citizenship. Ten more Member States will be brought into the Women and AI flagship initiative, and an additional 15 Member States will have their capacities reinforced, including through comprehensive diagnosis using the Readiness Assessment Methodology, followed by assistance on generating strategies, regulatory frameworks, and institutional arrangements. At the same time, UNESCO will continue to apply the ethics lens to other crucial technologies for digital citizenship. In the area of neurotechnology, UNESCO is proposing to elaborate a normative instrument (to be mandated by the 42nd General Conference) and the related actions to establish multistakeholder expert networks and raise global visibility of the associated issues. Regarding the emerging challenge of climate engineering, UNESCO will build on its normative mandate (Declaration on the Ethical issues in relation to Climate Change) and its expertise (COMEST Report on the Ethics of Climate Engineering) to support high-level policy dialogues.
- 04006** The convergence of science and ethics has reinforced the relevance of UNESCO's mandate, establishing it as a strong advocate for responsible research and innovation. The integration of multidisciplinary research, coupled with ethical considerations, must help drive positive change across societies, a prime example being the Recommendation on the Ethics of AI as a relevant normative framework for reinforcing digital citizenship dimensions.
- 04007** Through the Fit for Life sport initiative, UNESCO will enhance its data-driven investments in sport to build resilience and crisis preparedness, as well as drive social transformation. Activities will build national stakeholder capacities, including with priority groups to develop, deliver and measure the impact of more inclusive sport activities, events, and policies around the world. An additional seven Member States will be supported to develop policies aligned with the Fit for Life Framework.
- 04008** In addressing digital issues and their implications for human rights and fundamental freedoms, UNESCO aspires to pave the way for a digitally inclusive future. Youth-led research will be reinforced to ensure practical policies for youth development in line with 2030 Agenda. Building resilient, digitally inclusive societies means advancing gender justice (by some 33%), empowering young people, and combating racism and discrimination through innovative means for driving outcomes, such as those of equality, employability, and resilience. The risks of AI amplifying biases and discrimination will be countered by enhancing digital literacy with AI skills, including the knowledge of AI tools and how they work, being able to critically evaluate them, and knowing their wider societal implications. Building knowledge to promote actions for inclusion will lead to fighting racism and working towards intercultural dialogue with a renewed impetus.
- 04009** The pervasiveness of racism and discrimination has exacerbated inequalities and injustice among communities. As racial hate and violence becomes increasingly normalized, UNESCO will reinforce evidence-based actions to drive positive change through the multistakeholder Global Forum against Racism and Discrimination. Revitalizing of the Routes of Enslaved Peoples will also serve to better address past and present discriminations by supporting innovative approaches to history, memory, and culture.

Box SHS2: What more will be achieved under the revised Draft 42 C/5 (examples):

- 15 additional Member States supported to implement ethical AI approaches through national policy and regulatory frameworks.
- 3 additional Member States supported to advance policies and actions for scientific freedom and benefiting from work related to the 2017 Recommendation on Science and Scientific Researchers.
- 50 additional youth organizations supported to undertake research that addresses societal issues.
- 4 additional Member States equipped with youth-produced knowledge under the Youth as Researchers initiative.
- 12 additional Member States supported to participate in the UNESCO Fit for Life Global Alliance.
- 4 additional Member States supported on gender transformative work under the “Transforming MEN’talities” flagship initiative.

SHS – Integrated Budget Framework by output and source of funds (in USD '000)

Output	Breakdown by source of funds - Revised Draft 42 C/5			TOTAL
	Regular Programme	Revenue Generating Fund/OPF	Voluntary Contributions	
1.SHS6	4 847	63	6 248	11 158
7.SHS1	7 092	76	8 260	15 428
7.SHS2	7 010	77	11 034	18 121
7.SHS3	3 665	63	2 976	6 704
7.SHS4	6 364	76	15 201	21 641
9.SHS5	7 680	77	7 241	14 998
Sub-total	36 659	432	50 960	88 051
MP III - Intersectoral Programme				
8.IP4	461	-	-	461
9.IP5	172	-	2 394	2 566
Sub-total IPs	633	-	2 394	3 027
Total Major Programme III Social and Human Sciences	37 291	432	53 354	91 077

Strengthening our support for Global Priorities and Priority Groups

Global Priority Africa

04010 UNESCO will reinforce efforts to promote science as a common good in Africa. Implementation of the Recommendation on Science and Scientific Researchers will be pursued in nine African countries and human rights based STI systems will be reinforced. Through its intercultural dialogue programme, UNESCO will increase the number of Member States empowered in Africa. The implementation of the Routes of Enslaved Peoples project will be enhanced to promote the memory and history of the transatlantic slave trade and build new connections between departure and destination cities. UNESCO will continue to mobilize the humanities to support African Member States to strengthen their institutional capacities and to foster shared and common approaches to cultural heritage. UNESCO will support the development of knowledge on African history and develop tools to make Africa’s history better known, notably for schools. UNESCO will

continue to support African Member States to strengthen their institutional capacities to implement the Recommendation on the Ethics of AI. Building on upcoming major sport events in Africa, culminating with the Youth Olympic Games (Dakar 2026), a strategic framework for Sport and Priority Africa to empower the continent through African-led sport programmes will be developed.

Global Priority Gender Equality

04011 Programmes will be aligned with the aspirations of SDG 5, and with the Roadmap against Racism and Discrimination. UNESCO will upscale its support to gender equality through tailored strategies addressing stereotyping and discrimination in legal frameworks and institutions, countering all forms of gender-based prejudices, and actions with men and boys through its “Transforming MEN’talities” initiative. UNESCO will pursue implementation of the Gender Chapter in the Recommendation on the Ethics of AI, to maximize the potential of digital technologies and artificial intelligence to contribute to gender equality, as well as through its Women4EthicalAI network. Building on the development of the Fit for Life and Gender Equality Game Plan, an additional 12 Member States’ will be incorporated into the Fit for Life label, and capacities for inclusive sport policies that promote positive role models, fight stereotypes, and reduce gender-based violence will be increased.

Youth

04012 UNESCO will significantly increase its support to youth, faced with numerous, and often unprecedented challenges. Institutional capacities for coordination of youth work will be strengthened both in Headquarters and the field. With its new Global Youth Grant Scheme and associated new Multi-Donor Special Account, UNESCO will support youth-led research and action with social impact, doubling the number of youth organizations involved, including through capacity building work, and will engage with youth in all areas of its mandate, be it as anti-racism champions or through the Fit for Life sports initiative. UNESCO will also advance youth engagement. The Youth as Researchers initiative will be scaled up, through national and regional actions aimed at informing decision-making processes. UNESCO’s Youth Policy Toolkit will reinforce stakeholders’ youth engagement skills.

Small island developing States (SIDS)

04013 Through the MOST programme, UNESCO will continue to bridge the research-policy nexus and integrate well-being in economic and social policies through the rethinking of the growth and development model in SIDS. UNESCO will build on common living heritage histories and shared memories, including those around the General History of the Caribbean as well as its connections with the General History of Africa and the Routes of Enslaved Peoples Project. The Organization will promote peacebuilding, intercultural dialogue, non-discrimination, and equality, and support the fight against prejudice and discrimination in SIDS. It will also promote the implementation of the Recommendation on the Ethics of Artificial Intelligence in SIDS, in particular by expanding the deployment of the Ethical Impact Assessment and Readiness Methodology tool in an increasing number of SIDS Member States. Particular emphasis will be put on promoting peaceful and inclusive societies in SIDS through the meaningful engagement of youth through sport and intercultural dialogue, and by enhancing futures capacities of local communities and youth for resilience.

SHS – Global Priorities and Priority Groups by source of funds (in USD '000)

	Global Priorities			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
Africa	6 876	219	18 642	25 737
Gender Equality	9 348	180	19 321	28 849
Total for Global Priorities	16 224	398	37 964	54 586

	Priority Groups			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
Small island developing States (SIDS)	1 520	69	4 361	5 949
Youth	3 089	136	19 251	22 476
Total for Priority Groups	4 608	205	23 612	28 425

SHS – Contribution to Global Priority Africa Flagship Programmes (in USD '000)

	Flagship Programmes			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
Flagship Programme 2	661	34	2 869	3 564
Flagship Programme 3	-	-	-	-
Flagship Programme 4	584	37	1 483	2 104
Flagship Programme 5	-	-	-	-
Total	1 245	71	4 351	5 668

Major Programme III – Results Framework**Outcome 1 – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all**

Output 1.SH56 – Member States better positioned to devise quality sport and physical education (PE) inclusive and participatory policies that leverage the power of sport for development and active learning, and implement anti-doping policies and frameworks promoting sports values, ethics and integrity

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of Member States that have joined the UNESCO Fit for Life Global Alliance and received the UNESCO Fit for Life label	0	15	27 (of which 10 in Africa and 6 SIDS) [+12]
2. Number of Member States that have developed sport and/or Physical Education policies aligned with the Fit for Life framework, with special attention given to the needs of women and girls, vulnerable groups and people living with disabilities	15	35	42 (of which 10 in Africa and 5 SIDS) [+7]
3. Number of States Parties that comply with the commitments of the International Convention against Doping in Sport	140	170	175 (of which 2 in Africa and 2 SIDS) [+5]

4. Number of States Parties that applied the legal tools and monitoring and implementing mechanisms under the International Convention against Doping in Sport	160	180	185 (of which 2 in Africa and 2 SIDS) [+5]
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Outcome 7 - Promote inclusion and combat discrimination, hate speech and stereotypes

Output 7.SHS1 – Member States capacities strengthened to advance effective social policies and practices, addressing the social impact of inequalities, climate transition and the digital transformation, and advise on effective policies to achieve inclusive development through the promotion of human rights, scientific freedom, intercultural dialogue and understanding and by tackling all forms of discrimination and racism

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of Member States engaged in the implementation of the Roadmap against Racism and Discrimination and drawing from the lessons of the Routes of Enslaved Peoples project to counter racism.	45 (of which 9 in Africa and 2 in SIDS)	80 (of which 12 in Africa and 6 SIDS)	100 (of which 16 in Africa and 8 SIDS) [+20, Africa +4, SIDS +2]
2. Number of Member States empowered to utilize UNESCO's Framework on intercultural dialogue (ICD), intercultural competencies and ArtLab tools, and the Silk Roads programme in national policies and action.	30 (of which 10 in Africa and 5 SIDS)	50 (of which 10 in Africa and 5 SIDS)	55 (of which 12 in Africa and 7 SIDS) [+5, Africa +2, SIDS +2]
3. Number of Member States empowered to advance policies and actions in favour of scientific freedom and the right to share in scientific advancement and its benefits in line with the 2017 Recommendation on Science and Scientific Researchers	40 (of which 3 in Africa and 1 SIDS)	50 (of which 7 in Africa and 2 SIDS)	53 (9 in Africa and 4 SIDS) [+3, Africa +2; SIDS +1]

Output 7.SHS2 – Member States' capacities strengthened in applying social and human scientific frontier knowledge to devise effective policy solutions to advance an inclusive development agenda addressing the multiple crises and facing the social impact of climate change

Results Framework – Draft 42 C/5 Base Case			Revised + Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of Member States relying on the MOST programme interventions, particularly in the policy field, to promote inclusive social and economic outcomes	50 (of which 20 in Africa and 8 SIDS)	60 (of which 25 in Africa and 10 SIDS)	70 (of which 30 in Africa and 10 SIDS) [+10, Africa +5; SIDS +2]

2. Number of national science, technology and innovation (STI) systems strengthened in implementing and reporting on the 2017 Recommendation on Science and Scientific Researchers	60 (of which 20 in Africa and 5 SIDS)	65 (of which 25 in Africa and 10 SIDS)	Same target
3. Number of Member States capacities reinforced to make effective use of the human sciences' knowledge-base in policy design and implementation	50 (of which 20 in Africa and 5 SIDS)	60 (of which 25 in Africa and 8 SIDS)	65 (of which 30 in Africa and 10 SIDS) [+5; Africa +3 including SIDS in Africa +2]

Output 7.SHS3 – Member States' capacities are strengthened to scale up their policy, institutional and legislative actions towards gender equality, and to eliminate gender-based violence and discrimination, gender biases and stereotypes, including in the digital world

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of Member States engaged with UNESCO's flagship programme 'Transforming MEN'talities' and advancing data gathering, policy advice and advocacy actions	20 (of which 1 in Africa and 1 SIDS)	22 (of which 2 in Africa and 2 SIDS)	26 (of which 4 in Africa and 3 SIDS) [+4, Africa +2, SIDS +1]
2. Number of Member States engaged in the Women and AI flagship initiative and its policy network	0	20 (of which 2 are Africa and 1 SIDS)	30 (of which 8 in Africa and 3 SIDS) [+10, Africa +6, SIDS +2]
3. Number of Member States engaged to promote positive role models and fight gender-based violence and stereotypes in sports and physical education	20	40 (of which 10 in Africa and 5 in SIDS)	50 (of which 15 in Africa and 7 SIDS) [+10; Africa +5; SIDS +2]
4. Number of Member States with strengthened capacities to advance gender-transformative socioeconomic policies and gender-based resilience to better face the gendered impacts of current crises	0	10 (of which 2 in Africa and 2 SIDS)	13 (of which 4 in Africa and 3 SIDS) [+3; Africa +2, SIDS +1]

Output 7.SHS4 – Member States' capacities strengthened to devise and prioritize effective youth policies and interventions and to scale up youth-led solutions at global, regional, national and local levels

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of Member States equipped with youth-produced knowledge and data, including through the "Youth as Researchers" initiative	12 (of which 4 Africa and 4 SIDS) (These 2 PIs were merged in 2022-2023)	12 (of which 3 Africa and 3 SIDS)	16 (of which 5 in Africa and 4 SIDS) [+4; Africa +2; SIDS +1]

2. Number of Member States supported to design and implement inclusive and cross-sectoral public policies to strengthen youth development		4 (of which 1 Africa)	5 (of which 1 in Africa) [+1]
3. Number of youth networks and organizations supported to develop, implement and scale-up youth-led action and research that address societal issues	37 (of which 4 global, 1 Africa, 1 Latin America and the Caribbean and 1 Asia and Pacific) (In 2022-2023, the PI was indicating Member States)	8 networks and 50 youth organizations	10 networks and 100 youth organizations [+2 networks; +50 youth organizations]
4. Number of Member States empowered to support youth engagement and holistic youth development	8	8 (of which 2 in Africa and 1 in SIDS)	10 (of which 3 in Africa and 2 SIDS) [+2; Africa +1; SIDS +1]

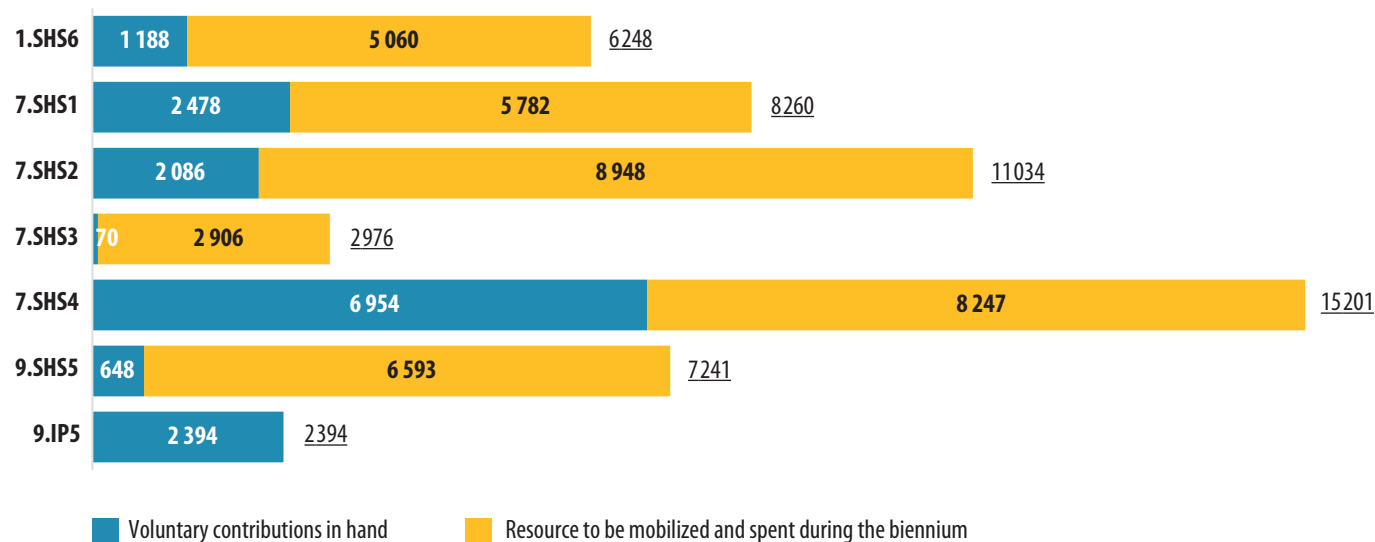
Outcome 9 – Develop ethical standards, norms and frameworks for action to meet the challenges of innovative technologies and digital transformation

Output 9.SHS5 – Member States’ capacities and policies strengthened to benefit from AI, gene-editing, neuro-technologies, quantum technologies and other frontier technologies, and to address the associated risks, including inequalities and discrimination, in line with international ethical standards, recommendations and frameworks

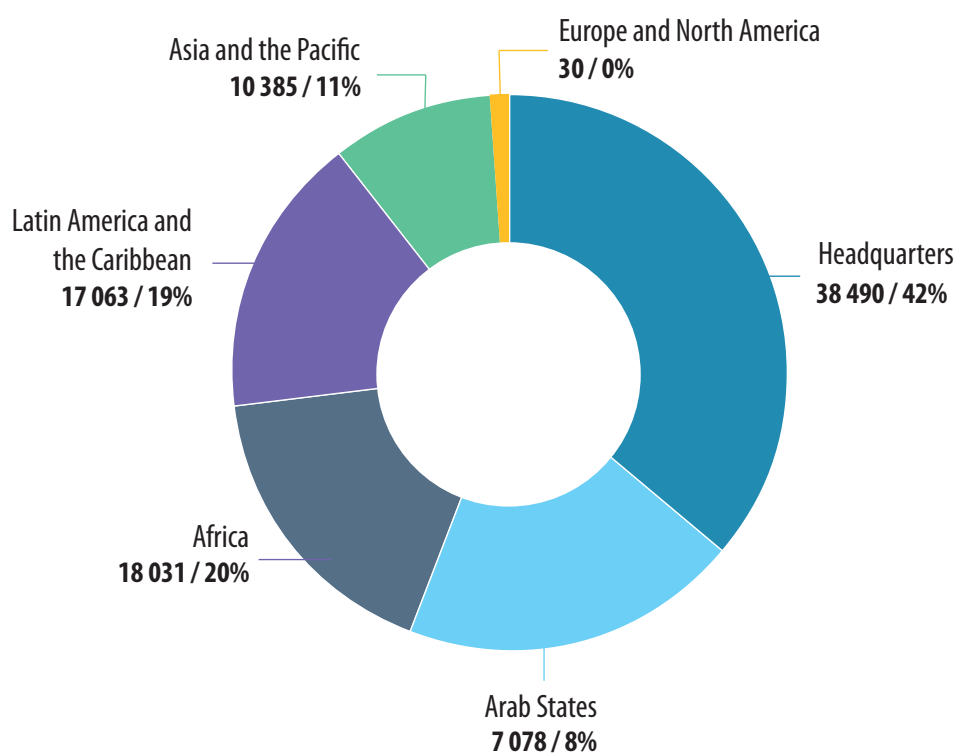
Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of Member States implementing AI ethics approaches through national policy and regulatory frameworks, with particular emphasis on diversity and gender equality issues	40 (of which 10 in Africa and 5 SIDS)	60 (of which 10 in Africa and 6 SIDS)	75 (of which 12 in Africa and 8 SIDS) [+15, Africa +2, SIDS +2]
2. Number of Member States engaged in advocacy, awareness raising and capacity-building to address challenges in bioethics and ethics of science and technology	30 (of which 10 in Africa and 4 SIDS)	40 (5 in Africa and 1 SIDS)	50 (20 in Africa and 4 SIDS) [+10, Africa +15, SIDS +3]
3. Number of Member States engaged in advocacy, awareness-raising and capacity-building on climate change issues, building on the Declaration of Ethical Principles in relation to Climate Change	30 (of which 10 in Africa and 5 SIDS)	30 (5 in Africa and 1 SIDS)	35 (7 in Africa and 3 SIDS) [+5; Africa +2; SIDS+1]

Major Programme III – Resource distribution

SHS – Voluntary contributions (in USD '000)



SHS – Decentralization of resources by Region (in USD '000)

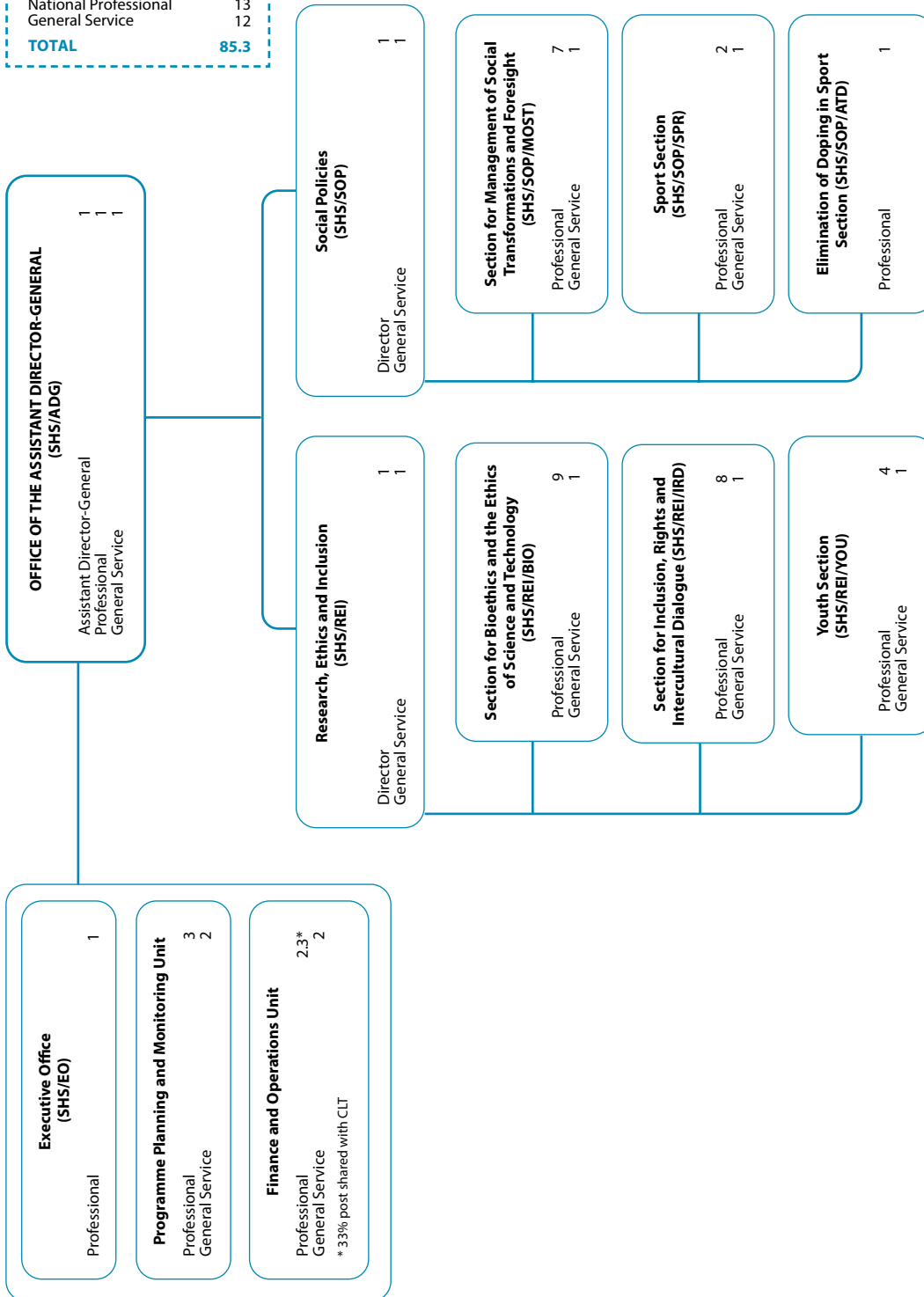


Social and Human Sciences Sector (SHS)

Organizational Chart – Revised Draft 42 C/5

(Established Posts)

NUMBER OF POSTS	
HQ	
Assistant Director-General	1
Director	2
Professional	38.3
General Service	12
FIELD	
Professional	19
National Professional	13
TOTAL HQ/FIELD	
Assistant Director-General	1
Director	2
Professional	57.3
National Professional	13
General Service	12
TOTAL	85.3



Field Offices (SHS)

Africa	Professional	5	National Professional	5
Arab States	Professional	4	National Professional	1
Asia and the Pacific	Professional	5	National Professional	4
Latin America and the Caribbean	Professional	5	National Professional	3

Major Programme IV – Culture

Responding to extraordinary times

- 05001** The world is facing a challenging global context in which the COVID-19 pandemic brought further to light the ongoing vulnerabilities of the culture sector. Cultural ecosystems have been disrupted, and structural fragilities and inequalities such as unequal access to culture and restrictions on fundamental freedoms have been exacerbated. Moreover, increasing threats to culture, including its destruction or damage during armed conflict, the acceleration of illicit trafficking of cultural property, the violation of human and cultural rights including through the disruption of living heritage, and the impact of the digital transformation across all cultural domains, are but some of the challenges that are being faced today.
- 05002** Climate change represents one of the greatest threats facing culture today. We have seen its growing impact on cultural and natural heritage sites, including World Heritage sites, living heritage practices and livelihoods in the cultural and creative industries. This will require a stepping up of efforts to build the capacities of the most vulnerable countries and communities to prepare for and recover from climate-change related impacts and disasters. Urgent support is needed to assist countries in monitoring the impact of climate change on cultural heritage and advancing mitigation and adaptation to its negative effects through culture. Advocacy for the inclusion of culture in climate action and international discussions on climate change needs to be strengthened. Culture needs to be recognized as the ultimate renewable resource to tackle climate change.
- 05003** Convinced that no development can be sustainable without a strong culture component, UNESCO is committed to protecting and safeguarding the world's cultural and natural heritage and supporting creativity and dynamic cultural sectors as fundamental to addressing the existing and emerging challenges.

Box CLT1: Culture is under threat, but also one of our most valuable lines of defence:

- UNESCO protected World Heritage sites are today threatened by global climate change and human pressures. Every 1°C increase in temperature could double the number of species exposed to dangerous climate conditions. Of 318 World Heritage cities, nearly 1/3 are coastal and are impacted by the growing effects of climate change.
- Africa is one of the least represented regions on the World Heritage List (8% of inscriptions), but still registers the highest number of endangered properties (15 out of 55).
- While being one of the world's most rapidly growing sectors with annual 3% contribution to the global GDP, the creative sector saw the loss of 10 million jobs, costing the world's cultural and creative industries an estimated 750 billion in 2020 alone due to the COVID-19 pandemic.
- In 2021, 1,200 attacks were perpetrated against artists worldwide.
- Every day, somewhere in the world, an object is either stolen or looted in order to be illegally sold on the market. Over 850,000 artefacts were seized globally in 2020.

Leveraging UNESCO's unique assets

- 05004** As the only specialized UN agency with a specific mandate in the field of culture, UNESCO is in a unique position to support Member States in the safeguarding and promotion of their culture and heritage in all its forms. The UNESCO lists (associated with its standard-setting

instruments for culture) and the networks of the UNESCO Creative Cities as well as World Book Capital, World Capital of Architecture and International Jazz Day include no less than 1,157 World Heritage sites across 167 countries, 676 intangible cultural heritage elements in 140 countries, and more than 300 cities from around the world. They provide a unique platform to place culture and heritage at the heart of sustainable development plans and promote international cooperation.

- 05005** Committed to promoting the “diversity”, the UNESCO World Conference on Cultural Policies and Sustainable Development (MONDIACULT 2022) fostered an inclusive dialogue on culture by bringing together for the first time after forty years key actors from Member States, civil society organizations, intergovernmental organizations, and the private sector to discuss culture’s role as a powerful pathway to a sustainable future. Building on its Declaration, UNESCO will strengthen its support to Member States for the design and implementation of inclusive and participatory policies for the safeguarding and promotion of culture. Given the key role of data, it will leverage the diversity of its networks, normative instruments and programmes to expand data collection, analysis and information sharing to produce new evidence on the role of culture in achieving sustainable development. A new Global Report on Cultural Policies which will be launched at the MONDIACULT World Forum on Cultural Policies to be held on a quadrennial basis, starting in 2025, will allow to enhance the monitoring and reporting on the impact of culture across its standard settings instruments.
- 05006** UNESCO’s assets also include its demonstrated capacity to rally various international technical partners together to support fragile and conflict-affected countries, empowering vulnerable communities, and deploying operational actions for recovery and reconstruction to place culture at the service of creativity, social cohesion and reconciliation.
- 05007** In addition, UNESCO will continue to use its Inter-Agency Platform on Culture for Sustainable Development (IPCSD) to foster structured dialogue and cooperation on culture and sustainable development. As a community of practice, the platform brings together some 30 international and regional bodies, including UN agencies, regional or sub-regional intergovernmental organizations, as well as development banks. Leveraging its unique global voice on culture, UNESCO will continue to advocate for the recognition of culture as a global public good and the creation of a stand-alone goal on culture in a post-2030 development framework.

Raising our ambition in the next biennium

- 05008** During the 2024-2025 biennium, UNESCO will reinforce its efforts to promote and safeguard culture, from the creative economy to cultural and natural heritage, while further bolstering its partnerships.
- 05009** Under the revised Draft 42 C/5, UNESCO will pursue concrete support to Member States to put thematic priorities identified by Member States in the MONDIACULT 2022 Declaration into concrete actions – priorities such as supporting cultural rights, leveraging digital technologies and addressing the impact of artificial intelligence in the culture sector, fostering culture and arts education, enabling a sustainable economic ecosystem for culture, protecting and promoting culture in the face of climate change and protecting artists and culture at risk. With reinforced field offices, UNESCO will enhance policy advice, technical assistance and capacity strengthening at the country level, while opening new avenues for cooperation within the UN system towards sustainable development and peace.
- 05010** Enhanced support will be provided to increase geographical representation and reinforce expertise for effective and equitable cultural and natural heritage conservation, safeguarding and promotion, as well as fostering culture’s role for sustainable development.
- 05011** Significant efforts will be made to fully integrate culture into emergency preparedness and response for disasters and emergencies of various kinds, as well as reconstruction and recovery efforts across the globe. Further efforts will be deployed to safeguard cultural

heritage and support artists, heritage bearers and culture professionals, by working with relevant cultural authorities and partners to support the resilience of communities and strengthen capacities to protect culture in the face of armed conflicts, disasters caused by natural and human-induced hazards, as well as climate change. Building on the adoption of UNSC Resolution 2347 (2017), UNESCO will continue to advocate for the integration of culture in peace and security.

- 05012** UNESCO will enhance its action to uphold the status of artists by guiding policy action on legal and regulatory frameworks, and to reassert UNESCO's role as a proactive mediator and leading agency in the fight against illicit trafficking of cultural property. Moreover, UNESCO will further promote the role of museums and their collections for development, peace, and social inclusion, as well as an open and inclusive international dialogue for the return and restitution of cultural property. UNESCO will strengthen these areas by focusing particularly on priority regions, such as Africa.
- 05013** UNESCO will support the implementation of the SDGs through culture, including SDG 11.4 ("Strengthen efforts to protect and safeguard the world's cultural and natural heritage"). Through the UNESCO Culture|2030 Indicators, UNESCO will strengthen its efforts to measure the impact of culture at both the national and city levels across several SDGs. To support the achievement of SDG 4.7 ("Ensure all learners acquire knowledge and skills needed to promote sustainable development, including...[an] appreciation of cultural diversity and of culture's contribution to sustainable development"), UNESCO will support the creative potential of culture and the arts to address global challenges and equip learners with adequate skills and competences. UNESCO will bolster the global consensus around the nexus between culture and education and advance integrated policies and actions for the inclusive and holistic development of individuals and societies. The UNESCO World Conference on Culture and Arts Education in 2024 will be pivotal in this regard.
- 05014** Sustaining good governance, strengthening collaboration with civil society and promoting the universal ratification of the Culture Conventions will constitute a priority to ensure their effective implementation worldwide. Synergies across the sector will be strengthened, including in the context of the Conventions' anniversaries (20th anniversaries of the 2003 and 2005 Conventions, 70th anniversary of the 1954 Convention and 25th anniversary of its 1999 Second Protocol).
- 05015** In order to address new interconnected challenges, intersectoral collaboration will be strengthened with the IOC, particularly in the context of the UN Decade of Ocean Science for Sustainable Development (2021-2030) and for the protection of underwater cultural heritage, and with the Communication and information Sector on freedom of expression and artistic freedom. Intersectoral cooperation will also continue and be further strengthened through the Intersectoral Programmes on Culture and Education (1.IP1) and indigenous knowledge, culture and languages (5.IP3) in support of the implementation of the Global Action Plan for the International Decade of Indigenous Languages (2022-2032).

Box CLT2: What more will be achieved under the revised Draft 42 C/5 (examples):

- An additional 36 Member States (with an additional 12 in Africa and 7 SIDS) supported in the protection and management of their World Heritage properties.
- An additional 25 Member States (with an additional 13 in Africa and 5 SIDS) supported with the identification and preparation of potential World Heritage sites for nomination.
- An additional 17 Member States (with an additional 7 in Africa and 10 SIDS) supported with national standard-setting frameworks, national scientific or technical institutions, specialized police forces, interventions and inventories in line with the 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property.
- An additional 15 Member States (with an additional 4 in Africa and 2 SIDS) supported to implement gender responsive educational and training activities in the field of culture in times of peace and in emergency situations.
- An additional 18 Member States supported with sustainably safeguarding living heritage through enhanced international cooperation and assistance mechanisms of the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage.

CLT – Integrated Budget Framework by output and source of funds (in USD '000)

Output	Breakdown by source of funds - Revised Draft 42 C/5					TOTAL IBF
	Regular Programme	Revenue Generating Fund/OPF	Voluntary Contributions			
			Assessed Contribution for Conventions	Other Voluntary Contributions		
5.CLT1	17 658	1 661	6 808	92 470	118 597	
5.CLT2	10 534	73	-	21 385	31 992	
5.CLT3	9 094	30	-	18 011	27 135	
5.CLT4	10 695	280	5 240	26 130	42 345	
5.CLT5	9 476	463	-	38 851	48 789	
5.CLT6	6 639	153	-	15 685	22 477	
Sub-total	64 096	2 660	12 048	212 531	291 335	
MP IV - Intersectoral Programmes						
1.IP1	1 909	-	-	2 022	3 931	
5.IP3	564	-	-	80	644	
Sub-total IPs	2 473	-	-	2 102	4 575	
Total Major Programme IV - Culture	66 569	2 660	12 048	214 632	295 910	

Strengthening our support for Global Priorities and Priority Groups

Global Priority Africa

05016 UNESCO will advance significantly the implementation of Flagship Programme 3 on “Fostering cultural heritage and capacity development”, in line with the African Union’s Agenda 2063. Specific attention will be given to empowering local communities, especially women, to safeguard heritage in all its diversity, as well as to respond to the need for better documentation, conservation and protection, including capacity building for museum collections and museums. Entrepreneurship and inclusive and sustainable cultural and creative industries will be increasingly promoted in the African continent.

Global Priority Gender Equality

05017 Actions will be taken to enable more gender responsive and gender transformative cultural policies, promote inclusion and the equal participation of women in the culture sector, promote fair remuneration for women artists and culture professionals, access to training and mentorship opportunities, as well as the promotion of artistic freedom for women.

Youth

05018 UNESCO will continue to enable inclusive and participatory cultural policies that reinforce social cohesion and cultural identity, and foster participation and entrepreneurship of youth, and in particular young women from Africa and SIDS, in the cultural and creative industries and in the protection and safeguarding of natural and cultural heritage.

Small island developing States (SIDS)

05019 Targeted efforts will be developed to promote sustainable socio-economic development in SIDS, as well as to leverage culture to strengthen climate and environmental resilience. This will include providing artists and culture professionals with the necessary skills to access quality employment opportunities, as well as supporting the establishment, revision, adaptation or implementation of national cultural policy frameworks. UNESCO will also support the integration of culture in climate action through the development of strategies and the promotion of knowledge on culture, disaster risk reduction and resilience in SIDS, with a particular focus on living heritage.

CLT – Global Priorities and Priority Groups by source of funds (in USD '000)

	Global Priorities			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
Africa	9 856	280	49 263	59 399
Gender Equality	4 090	378	34 072	38 541
Total for Global Priorities	13 946	658	83 335	97 939

	Priority Groups			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
Small island developing States (SIDS)	2 158	142	13 350	15 649
Youth	3 578	577	37 267	41 422
Total for Priority Groups	5 736	719	50 617	57 072

CLT – Contribution to Global Priority Africa Flagship Programmes (in USD '000)

	Flagship Programmes			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
Flagship Programme 3	1 236	12 711	48	13 995
Total	1 236	12 711	48	13 995

Major Programme IV – Results Framework

Outcome 5 – Enhance the protection and promotion of the diversity of heritage and cultural expressions

Output 5.CL1 – Member States' capacities strengthened to identify, protect and manage tangible heritage

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of Member States protecting and managing their World Heritage properties in the framework of sustainable development, through the implementation of the 1972 Convention Concerning the	75 Member States, of which 20 in Africa and 9 SIDS	69 Member States, of which 18 in Africa and 5 SIDS	105 Member States, of which 30 in Africa and 12 SIDS [+36, Africa +12, SIDS +7]

Protection of the World Cultural and Natural Heritage and the 2011 Recommendation on the Historic Urban Landscape, and through UNESCO's cooperation and international assistance			
2. Number of Member States supported in the identification and preparation of potential World Heritage Sites for nomination	35 Member States, of which 15 in Africa and 5 SIDS	30 Member States, of which 12 in Africa and 3 SIDS	55 Member States, of which 25 in Africa and 8 SIDS [+25, Africa +13, SIDS +5]

Output 5.CL2 – Member States' capacities strengthened to fight the illicit trafficking of cultural property and promote its return and restitution, to protect underwater cultural heritage and to promote the role of museums for societies

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of supported Member States with national standard-setting frameworks, national scientific or technical institutions, specialized police forces, interventions and inventories in line with the 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property	68 Member States, of which 38 in Africa and 6 SIDS	74 Member States, of which 41 in Africa and 7 SIDS	91 Member States, of which 48 in Africa and 17 SIDS [+17, Africa +7, SIDS +10]
2. Number of supported Member States with policies, measures and interventions to promote the return and restitution of cultural property, in line with the 1970 Convention and the work of the Intergovernmental Committee for Promoting the Return of Cultural Property to its Countries of Origin or its Restitution in case of Illicit Appropriation (ICPRCP)	20 Member States, of which 14 in Africa and 2 SIDS	30 Member States, of which 19 in Africa and 4 SIDS	42 Member States, of which 27 in Africa and 8 SIDS [+12, Africa +8, SIDS +4]
3. Number of supported Member States with policies and strategies to protect underwater cultural heritage in line with the 2001 Convention on the Protection of the Underwater Cultural Heritage	30 Member States, of which 5 in Africa and 3 SIDS	40 Member States, of which 8 in Africa and 6 SIDS	45 Member States, of which 12 in Africa and 10 SIDS [+5, including +4 African SIDS]
4. Number of supported Member States with policies, measures and interventions to enhance the functions and roles of museums and collections, including through the implementation of the 2015 UNESCO Recommendation on	44 Member States, of which 33 in Africa and 5 SIDS	54 Member States, of which 48 in Africa and 10 SIDS	67 Member States, of which 54 in Africa and 15 SIDS [+13, Africa +6, SIDS +5]

Museums and Collections

Output 5.CLT3 – Member States’ capacities strengthened for better preparedness, mitigation and response to emergencies affecting culture, including in situations of armed conflict and disaster

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of Member States that have developed policies, mechanisms and other measures to protect their cultural property in times of peace and in the event of armed conflict in line with the 1954 Convention for the Protection of Cultural Property in the Event of Armed Conflict and its two (1954 and 1999) Protocols	31 Member States, of which 15 in Africa, 5 SIDS	48 Member States, of which 13 in Africa and 5 SIDS	55 Member States, of which 15 in Africa and 5 SIDS [+7, Africa +2]
2. Number of Member States which have carried out actions and established policies towards effectively implementing UNESCO’s standard-setting instruments and strategies in relation to emergency situations and relevant UN Security Council resolutions	1 Member States, of which 0 in Africa and 0 SIDS	3 Member States, of which 1 in Africa and 1 SIDS	5 Member States, of which 2 in Africa and 2 SIDS [+2, Africa +1, SIDS +1]
3. Number of Member States whose requests of capacity reinforcement or technical assistance in the area of emergency preparedness or response have been supported by the Heritage Emergency Fund	19 Member States, of which 1 in Africa and 1 SIDS	11 Member States, of which 5 in Africa and 5 SIDS	13 member States, of which 6 in Africa and 6 SIDS [+2, Africa +1, SIDS +1]
4. Number of Member States that are supported to implement gender responsive educational and training activities in the field of culture in times of peace and in emergency situations	56 Member States, of which 19 in Africa and 10 SIDS	60 Member States, of which 24 in Africa and 13 SIDS	75 Member States, of which 28 in Africa and 15 SIDS [+15, Africa +4, SIDS +2]

Output 5.CLT4 – Member States’ and communities’ capacities strengthened to identify, safeguard and promote living heritage

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of Member States with new or revised policies, strategies and programmes to safeguard living heritage, including within sustainable development plans and frameworks, in line with the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage	123 Member States of which 35 in Africa and 11 SIDS	94 Member States, of which 35 in Africa and 20 SIDS	100 Member States, of which 36 in Africa and 20 SIDS [+6, Africa +1]
2. Number of Member States sustainably safeguarding living heritage through enhanced international cooperation and assistance mechanisms of the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage	90, of which 10 in Africa and 10 SIDS	90, of which 44 in Africa and 10 SIDS	108, of which 44 in Africa and 10 SIDS [+18]

Output 5.CLT5 – Member States’ and civil society’ capacities strengthened to protect and promote the diversity of cultural expressions through dynamic and inclusive cultural and creative industries

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of Member States with new or revised policies, regulatory frameworks, measures and/or initiatives to strengthen cultural and creative industries globally, including in the digital environment, in line with the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions	50 Member States, of which 15 in Africa and 14 SIDS.	90 Member States, of which 30 in Africa and 6 SIDS.	95 Member States, of which 32 in Africa and 6 SIDS [+5, Africa +2]
2. Number of Member States with new or revised policies, regulatory frameworks, measures and/or initiatives to improve the working conditions and the social and economic rights of artists and culture professionals, including through the implementation of the 1980 Recommendation concerning the Status of the Artist with particular attention to gender equality and social inclusion	25 Member States, of which 10 in Africa and 2 SIDS	50 Member States, of which 20 in Africa and 4 SIDS	55 Member States of which, 22 in Africa and 4 SIDS [+5, Africa +2]
3. Number of Member States that have implemented policies, measures and programmes to support inclusion and gender	92 Member States, of which 20 in Africa and 4 SIDS	20 Member States, of which 12 in Africa and 1 SIDS	25 Member States, of which 12 in Africa and 1 SIDS [+5]

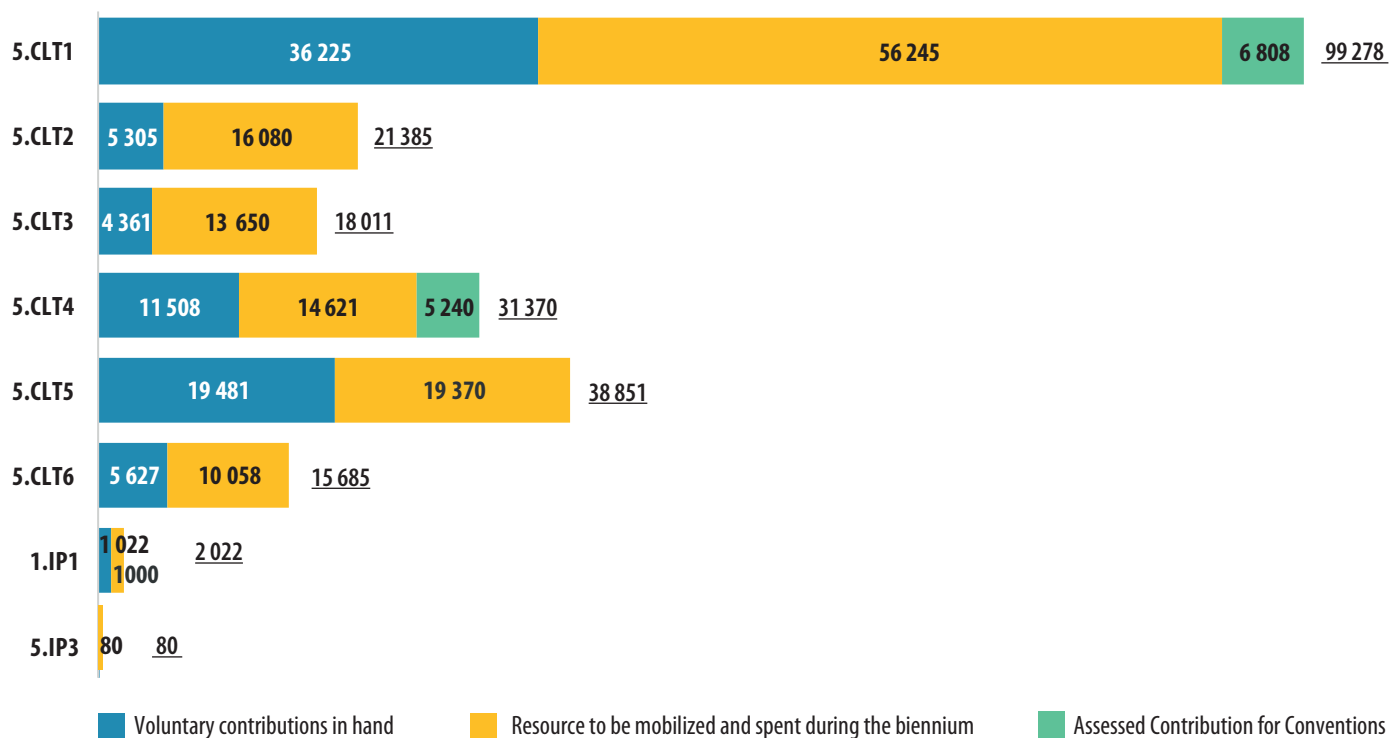
equality in the culture and creative sectors			
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Output 5.CLT6 – Member States’ capacities strengthened to promote, monitor and measure the contribution of culture to the implementation of the 2030 Agenda for Sustainable Development at the local, national and regional levels

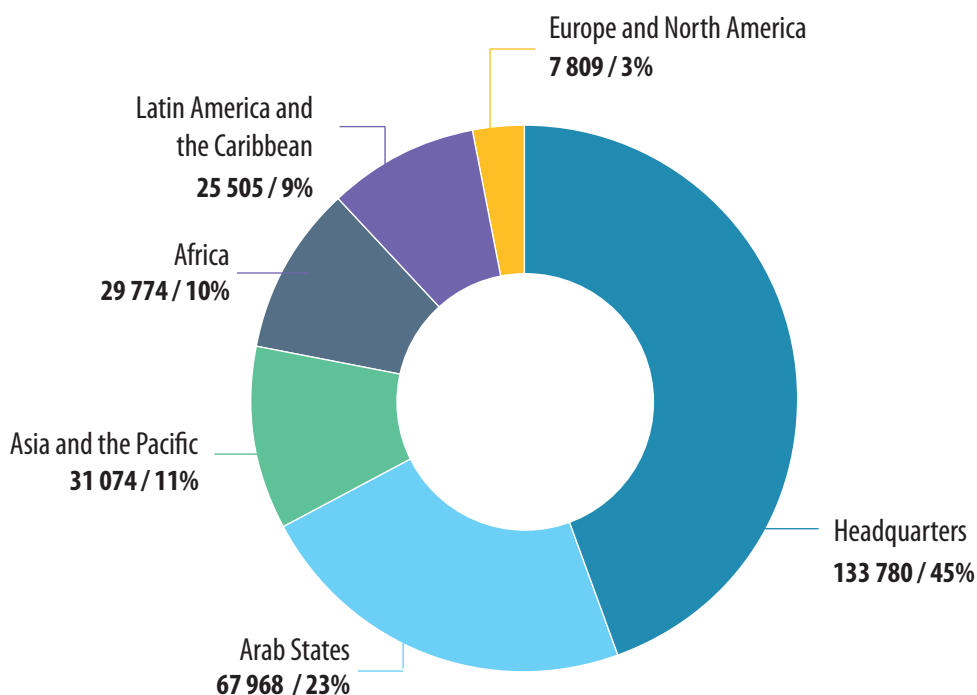
Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of global, regional, sub-regional or national policy mechanisms and instruments that effectively harness culture to advance the achievement of the Sustainable Development Goals	10, of which 1 in Africa and 1 SIDS	20, of which 4 in Africa and 3 SIDS	25, of which 6 in Africa, and 4 SIDS [+5, Africa +2, SIDS +1]
2. Number of Member States with UNESCO-led policies, measures and interventions to support the measurement and monitoring of the contribution of culture to the achievement of the goals and targets of the 2030 Agenda including the Culture 2030 Indicators	11 Member States, of which 2 in Africa and 0 SIDS	25 Member States, of which 9 in Africa and 6 SIDS	Same target
3. Number of Member States that have undertaken new or revised culture driven policies and initiatives through their Creative Cities aimed at enhancing their creative economy and its contribution to other development dimensions	N/A	90, of which 10 in Africa and 9 SIDS	Same target

Major Programme IV – Resource distribution

CLT – Voluntary contributions (in USD '000)



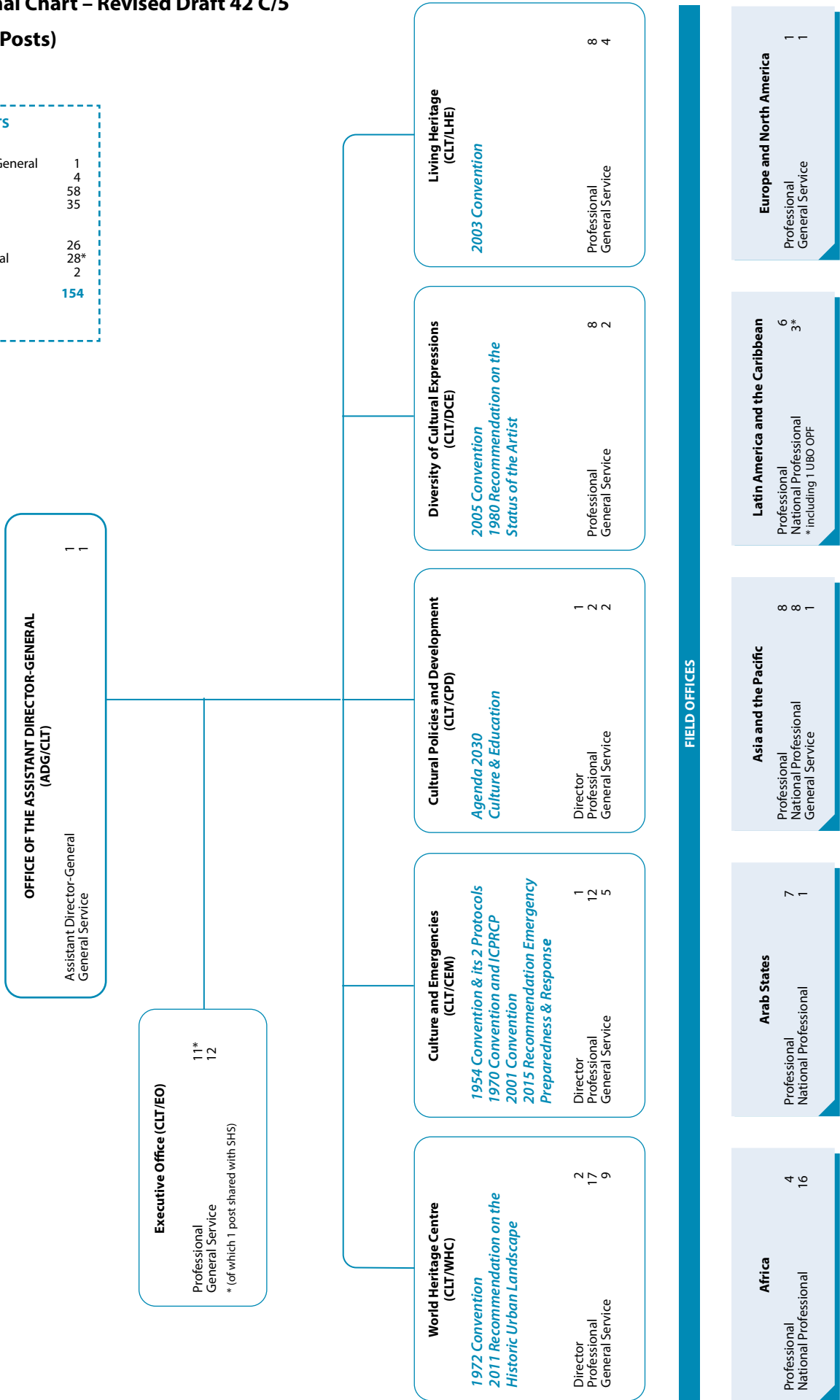
CLT – Decentralization of resources by Region (in USD '000)



Culture Sector (CLT)
Organizational Chart – Revised Draft 42 C/5
(Established Posts)

NUMBER OF POSTS	
HQ	
Assistant Director-General	1
Director	4
Professional	58
General Service	35
FIELD	
Professional	26
National Professional	28*
General Service	2
TOTAL	154

* including 1 UB0 OPF



FIELD OFFICES

Major Programme V – Communication and Information

Responding to extraordinary times

06001 Rapid digital and other technological advances have increased exponentially the free flow of ideas and information, and the building of knowledge societies. At the same time, these technological developments have enabled increases in the spread of disinformation, misinformation and hate speech, widened the digital divide between and within countries leading to unequal access, and highlighted the need for ethical standards, norms and frameworks. Additionally, threats to journalists, online and offline, especially to women journalists, as well as impunity for the killing of journalists and other threats to freedom of the press are on the rise and are major concerns. The media are key in responding to climate-related disasters affecting over 200 million people each year.

Box CI1: How we communicate is dramatically changing with profound impacts on freedom of expression:

- 73% of women journalists surveyed by UNESCO have experienced online violence. 30% of women have resorted to self-censorship on social media platforms, and 20% entirely withdrew from all online interactions.
- More than 1,614 journalists have been killed since 1993 as registered by the UNESCO Observatory of Killed Journalists.
- Almost 9 out of 10 of killings of journalists go unpunished. According to the 2022 UNESCO report on the Safety of Journalists and the Danger of Impunity, the global impunity rate for killings of journalists remains shockingly high at 86%, leading to a chilling effect on press freedom, independent journalism and investigative reporting.
- In 50% of the 78 countries surveyed, less than 28% of individuals have information and data literacy skills.

Leveraging UNESCO's unique assets

06002 UNESCO, with its role to ensure public access to information and the protection of fundamental freedoms, plays a critical role in promoting freedom of expression and the right to information, fostering knowledge sharing and skills development in the digital age, and promoting the development of ethical standards, norms and frameworks for action to meet the challenges of innovative technologies and digital transformation.

06003 UNESCO will leverage its leadership role in harnessing communication and information for the realization of the 2030 Agenda for Sustainable Development, in particular SDG target 16.10 on fundamental freedoms and public access to information, and the African Union's Agenda 2063. The Organization will reinforce implementation of the UN Plan of Action on the Safety of Journalists and the Issue of Impunity, with particular attention to the safety of women journalists, notably in crisis situations and during electoral periods. UNESCO is uniquely placed to work with stakeholders to actively engage with the digital and technological transformation, including through strengthened capacities in media and information literacy, and digital competencies. UNESCO will use its role as UN lead agency for the International Decade of Indigenous Languages (2022-2032) to find open solutions to issues such as environmental sustainability and climate change. Programmatic reinforcements will contribute to addressing persistent and new challenges to the free flow of information, notably in the context of crisis preparedness, response and recovery.

06004 Throughout its actions, UNESCO will continue to mobilize its unique network of partners, notably media professionals and civil society actors, and build on expanding professional

networks, such as its training initiative for judges and judicial operators that has engaged over 25,000 such operators globally.

Raising our ambition in the next biennium

- 06005** Under the revised Draft 42 C/5, UNESCO's actions will be strengthened to foster freedom of expression and media development, promote universal access to information and knowledge, empower citizens with 21st century skills and leverage digital technologies for peace and sustainable development. An increased focus will be put on empowering stakeholders in the context of rapid evolutions in the digital and information landscapes, and on ensuring that communication and media are part of crisis preparedness, response and recovery efforts, with increases in targeted beneficiaries by up to 50%.
- 06006** UNESCO will continue to promote freedom of expression and the right to information, both online and offline, and to spearhead the implementation of the UN Plan of Action on the Safety of Journalists and the Issue of Impunity, building on the momentum of the 10th anniversary of the Plan in 2022. Specific focus will be put on addressing challenges to the safety of journalists linked to crisis situations, electoral periods and new risks in the digital age, in particular through actions on the ground, both at national and regional levels. Actions to promote information as a public good will be guided by the principles of the Windhoek+30 Declaration, endorsed by the General Conference in 2021, as well as to build upon the outcomes of the Internet for Trust global conference held in February 2023.
- 06007** In addition, UNESCO will continue to foster the development of free, independent, diverse and pluralistic media, including through the International Programme for the Development of Communication (IPDC) and its support to media development projects, and with an emphasis on promoting media viability. The Organization will also build the capacity of media in emergencies, to ensure effective responses in the face of natural hazards and human-induced disasters.
- 06008** UNESCO will reinforce its action to promote media and information literacy and digital competencies for all, to empower citizens of all ages to adopt a critical mindset when engaging with information, digital technologies, and media. Youth organizations, media and platforms benefiting will be increased by 56%, notably in Africa. A strengthened focus will be on enabling them to benefit from opportunities of the digital transformation, while building their resilience in the face of disinformation, hate speech and violent extremism, including in digital spaces and in light of major new transformations, such as the rise of generative AI. While placing a particular focus on Africa, SIDS and LDCs, the Organization will lead innovative advocacy campaigns to achieve global outreach.
- 06009** In fostering the building of inclusive knowledge societies, UNESCO will continue to promote open solutions (open educational resources, open access and open data), with a strengthened focus on Africa and SIDS; the preservation and accessibility of documentary heritage, including through capacity building to preserve documentary heritage in Africa and SIDS, as well as documentary heritage at risk in conflict situations; and linguistic diversity, including in the framework of the International Decade of Indigenous Languages (2022-2032). The actions of the Information for All Programme (IFAP) will also continue to contribute to the objectives of universal access and inclusion in the digital age.
- 06010** Finally, the Organization will support an additional 33% of Member States in navigating digital transformations, by providing policy advice for inclusive and multistakeholder-driven digital governance and enhancing the capacities of governments to assess their Internet development and to implement digital transformation and digital governance initiatives. Regional and country level delivery of capacity building programmes for ICT ministries, regulators and other policy actors involved in digital transformation, especially in Africa and SIDS, will be strengthened. The Organization will also facilitate digital cooperation through multistakeholder fora to enhance knowledge exchange in this field, including on digital

public goods that support digital transformation, and in contribution to the 20-year review of the World Summit on the Information Society (WSIS+20).

Box CI2: What more will be achieved under the revised Draft 42 C/5 (examples):

- An additional 13 Member States supported to develop and implement Media and Information Literacy policies and strategies.
- An additional 180 youth, media and social media platforms, primarily in Africa, supported with strengthened capacities in Media and Information Literacy.
- An additional 5 Member States supported with the assessment of their Internet policies and digital ecosystems.
- An additional 5 Member States supported to strengthen multistakeholder governance practices.
- An additional 5 Member States benefit from policy advice and capacity development strategies to improve frameworks related to freedom of expression and access to information.

CI – Integrated Budget Framework by output and source of funds (in USD '000)

Output	Breakdown by source of funds - Revised Draft 42 C/5			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
5.CI1	2 605	-	3 891	6 495
6.CI2	8 241	210	27 307	35 758
6.CI3	4 588	105	10 313	15 006
8.CI4	6 667	15	8 939	15 621
8.CI5	7 947	50	7 398	15 395
9.CI6	3 277	50	1 364	4 691
Sub-total	33 325	430	59 211	92 965
MP V - Intersectoral Programmes				
5.IP3	147	-	3 360	3 507
8.IP4	728	-	561	1 289
9.IP5	547	-	500	1 047
Sub-total	1 422	-	4 422	5 843
Total Major Programme V Communication and Information	34 747	430	63 632	98 809

Strengthening our support for Global Priorities and Priority Groups

Global Priority Africa

06011 UNESCO will continue to support Africa in harnessing communication and information for sustainable development, including through the implementation of Global Priority Africa Flagship Programme 4, and by supporting Africa's participation in the digital transformation. Actions in this field build upon the findings of UNESCO's AI Needs Assessment Survey in Africa, aimed at providing an enhanced response to policy and capacity building needs of African Member States, and the advancement of open solutions on the continent. UNESCO will continue to give special attention to Africa in the promotion of freedom of expression, media development and journalism education; media and information literacy and digital competencies; as well as universal access to information and documentary heritage. The strengthened focus on safety of journalists in crisis contexts and on building media and information literacy and digital skills will also benefit countries in Africa, including LDCs.

Global Priority Gender Equality

06012 UNESCO will continue to promote the safety of women journalists, and raise awareness on the risks and specific threats they face. The Organization will promote capacity building for gender equality in media content and operations, work to empower women in the media sector, and highlight the gender dimensions of the issues facing media. In addition, UNESCO will work to bridge gender-based divides, by promoting media and information literacy and digital competencies for all, including to enhance people’s abilities to detect and counter gender stereotypes in media and digital platforms and to address issues such as online harassment based on gender. UNESCO’s work on digital transformation and innovation will further enhance gender-specific programming, including through capacity building for women policymakers and judicial operators.

Youth

06013 UNESCO will intensify actions to enhance the capacity of youth organizations to integrate media and information literacy and digital competencies in their operations, and for youth to become co-leaders and peer-educators on media and information literacy, both online and offline. These actions will be strengthened through the programmatic reinforcements under both Major Programme V and Intersectoral Programme 4. UNESCO will also disseminate tools focusing on youth participation in digital governance and awareness raising tools on artificial intelligence and human rights.

Small island developing States (SIDS)

06014 UNESCO’s actions in SIDS will focus, in particular, on building inclusive knowledge societies through increased support for strengthening institutional and human capacities on media and information literacy. When possible, SIDS will be prioritized for capacity building of media in crisis preparedness and response. The findings of the “Needs Assessment for Artificial Intelligence, Digital Transformation and Open Data for SIDS” will inform capacity building initiatives in these fields.

CI – Global Priorities and Priority Groups by source of funds (in USD '000)

	Global Priorities			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
Africa	4 565	67	19 604	24 235
Gender Equality	19 806	284	37 110	57 200
Total for Global Priorities	24 371	351	56 714	81 436

	Priority Groups			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
Small island developing States (SIDS)	2 148	20	3 566	5 734
Youth	2 514	23	5 898	8 434
Total for Priority Groups	4 662	42	9 464	14 168

CI – Contribution to Global Priority Africa Flagship Programmes (in USD '000)

	Flagship Programmes			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
Flagship Programme 2	4	-	40	44
Flagship Programme 4	57	-	46	103
Flagship Programme 5	2	-	80	82
Total	63	-	166	229

Major Programme V - Results Framework

Outcome 5 – Enhance the protection and promotion of the diversity of heritage and cultural expressions.

Output 5.CI1 – Member States have enhanced capacities to promote and protect linguistic diversity and multilingualism, including in the framework of the International Decade of Indigenous Languages (2022-2032)

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of Member States supported to implement the Global Action Plan of the International Decade of Indigenous Languages	18 Member States (2 in Africa, 3 SIDS)	40 Member States (5 in Africa, 2 SIDS)	Same target
2. Number of Member States that have taken measures towards improved access to multilingual information online, in line with the 2003 Recommendation concerning the promotion and use of multilingualism and universal access to cyberspace, and adopting a gender-responsive approach	65 Member States (19 in Africa, 7 SIDS)	75 Member States (3 in Africa, 4 SIDS)	Same target

Outcome 6 – Promote freedom of expression and the right to information

Output 6.CI2 – Member States have strengthened capacities and raised awareness to enhance norms and policies related to freedom of expression, press freedom, safety of journalists, including women journalists, and the right to access information, online and offline

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of Member States, media institutions and civil society organizations that have conducted awareness-raising initiatives on freedom of expression and the right to information (commemorations of World Press Freedom Day (WPDF); the International Day to End Impunity for Crimes Against Journalists (IDEI); and the International Day for Universal Access to Information (IDUAI))	B1: 100 Member States (30 in Africa, 2 SIDS) (WPDF) B2: 60 Member States (20 in Africa, 2 SIDS) (IDEI) B3: 33 Member States (9 in Africa, 2 SIDS) (IDUAI)	T1: 100 Member States (30 in Africa, 5 SIDS) T2: 50 Member States (25 in Africa, 5 SIDS) T3: 50 Member States (10 in Africa, 5 SIDS)	T1: 105 Member States (35 in Africa, 8 SIDS) [Africa +5 including +3 SIDS] T2: 54 Member States (29 in Africa, 8 SIDS) [+4 in Africa, including +3 SIDS] T3: Same target
2. Number of Member States, media institutions and civil society organizations that are taking steps to implement the UN Plan of Action on the Safety of Journalists and the Issue of Impunity,	60 Member States (20 in Africa, 2 SIDS)	50 Member States (20 in Africa, 5 SIDS)	53 Member States (23 in Africa, 8 SIDS) [+3 in Africa including +3 SIDS]

with particular attention to the safety of women journalists			
3. Number of Member States in which duty bearers have benefited from policy advice and capacity development strategies to improve legislative and institutional frameworks related to freedom of expression and access to information online and offline, mainstreaming a gender-responsive approach	40 Member States (19 in Africa, 2 SIDS)	30 Member States (15 in Africa, 3 SIDS)	37 Member States (19 in Africa, 5 SIDS) [+7, Africa +4, SIDS +2]

Output 6.CI3 Member States and media institutions enabled to strengthen media development and media pluralism, including through the International Programme for the Development of Communication (IPDC)

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of Member States that implement media development projects and support pluralism, including through World Radio Day (WRD); and number of media institutions that reinforce their independence and pluralism	B1: 45 Member States (16 in Africa, 4 SIDS) B2: 110 Member States (10 in Africa, 3 SIDS) (WRD) B3: 30 media institutions (at least 6 in Africa, 1 SIDS) (media pluralism and diversity)]	T1: 45 Member States implementing media development projects (16 in Africa, 4 SIDS) T2: 115 Member States (12 in Africa, 3 SIDS) (WRD) T3: 30 media institutions (at least 6 in Africa, 2 SIDS) (media pluralism and diversity)	T1: Same target T2: 125 Member States (16 in Africa, 5 SIDS) (WRD) [+10, Africa +4, SIDS +2] T3: 40 media institutions (at least 10 in Africa, 5 SIDS) (media pluralism and diversity) [+10, Africa +4, SIDS +3]
2. Number of Member States conducting national assessments based on UNESCO's indicator frameworks to inform associated policies	10 Member States (6 in Africa, 2 SIDS)	2 Member States	Same target
3. Number of journalism education institutions empowered through high-quality and gender-responsive journalism training programmes	25 institutions (10 in Africa, 1 SIDS)	25 institutions (10 in Africa, 1 SIDS)	Same target

Outcome 8 – Foster knowledge sharing and skills development in the digital age

Output 8.CI4 – Member States are enabled to foster universal access to information and knowledge, including through the Information for All Programme (IFAP), as well as through open solutions, and through the identification, preservation and accessibility of documentary heritage

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of Member States and professional organizations with strengthened capacities to develop Open Access and Open Data policies	35 Member States (5 in Africa, 7 SIDS)	20 Member States (5 in Africa, 3 SIDS)	23 Member States (6 in Africa, 6 SIDS) [+3, Africa +1, SIDS +3 of which 1 in Africa]
2. Number of Member States supported in the implementation of the 2019 Recommendation on Open Educational Resources (OER)	112 Member States (34 in Africa, 14 SIDS)	120 Member States (40 in Africa, 16 SIDS)	125 Member States (45 in Africa, 16 SIDS) [+5, Africa +5]
3. Number of Member States supported in the implementation of the 2015 Recommendation concerning the preservation of, and access to, documentary heritage including in digital form, as well as in the identification of documentary heritage for the Memory of the World International Register	34 Member States (8 in Africa, 3 SIDS)	42 Member States (12 in Africa, 7 SIDS)	45 Member States (13 in Africa, 8 SIDS) [+3, Africa +1, SIDS +1]

Output 8.CI5 – Member States have strengthened institutional and human capacities to integrate media and information literacy (MIL) in policies and strategies, and to bridge the digital and knowledge divides, through the development of digital skills and competencies, particularly in the small island developing States (SIDS), and among women and girls and different marginalized and vulnerable groups

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of Member States supported to develop and implement MIL policies and capacity-building strategies	33 Member States	37 Member States (2 in Africa, 1 SIDS)	50 Member States (8 in Africa, 2 SIDS) [+13, Africa +6, SIDS +1]
2. Number of youth organizations, media and social media platforms that have strengthened capacities to develop and integrate MIL in their operations	250 youth organizations, media and platforms	320 youth organizations, media and platforms (30 in Africa, 20 SIDS)	500 youth organizations, media and platforms (100 in Africa, 40 SIDS) [+180 youth organizations, media and platforms, Africa +70, SIDS +20]
3. Number of institutions and Member States supported to strengthen digital skills and competencies, including	30 Member States (8 in Africa, 12 SIDS)	50 Member States (20 in Africa, 5 SIDS)	Same target

contextualizing the ICT Competency Framework for Teachers, with a focus on empowering women and youth			
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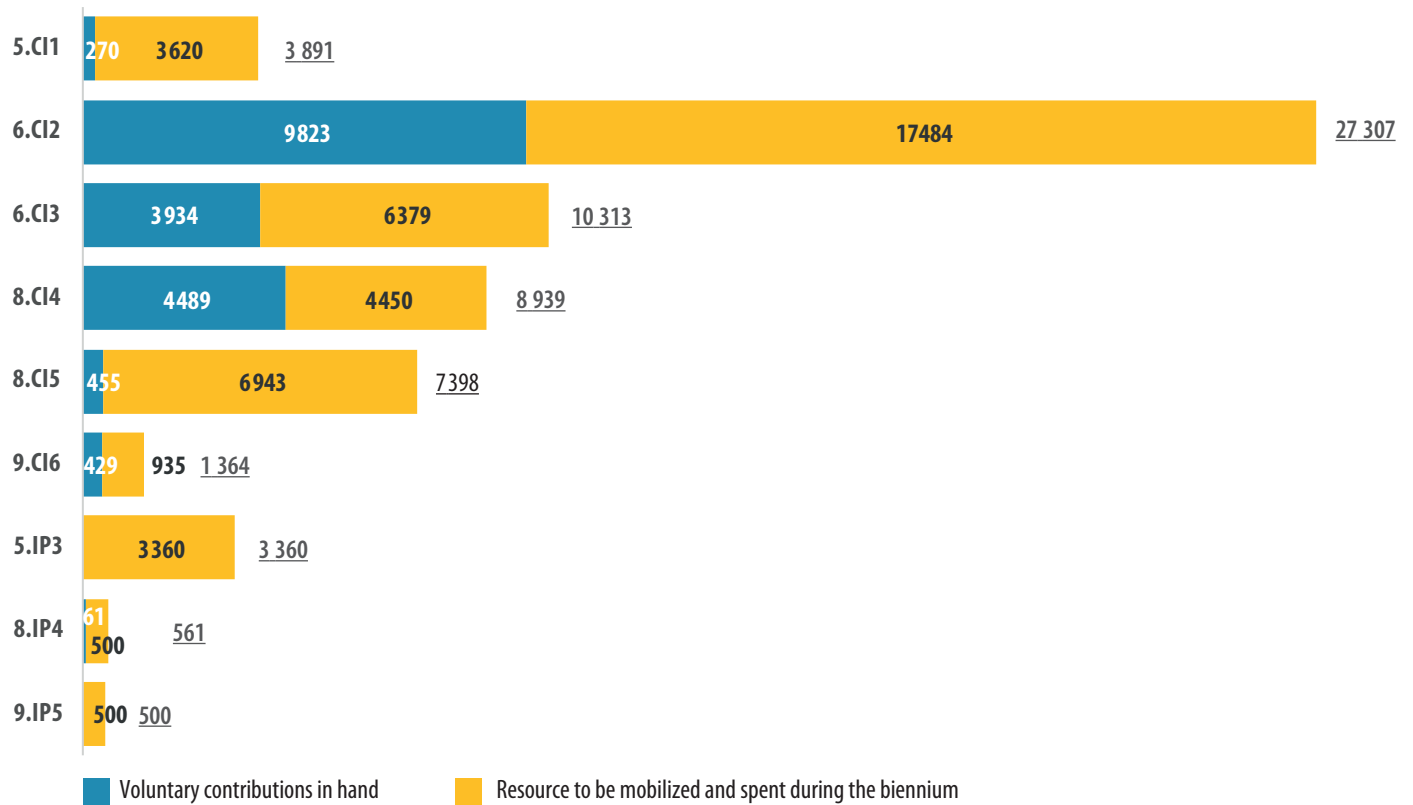
Outcome 9 – Develop ethical standards, norms and frameworks for action to meet the challenges of innovative technologies and digital transformation

Output 9.CI6 – Member States have enhanced their policies for inclusive digital transformation and artificial intelligence (AI) development and are enabled to address the digital and knowledge divides, including gender-based divides

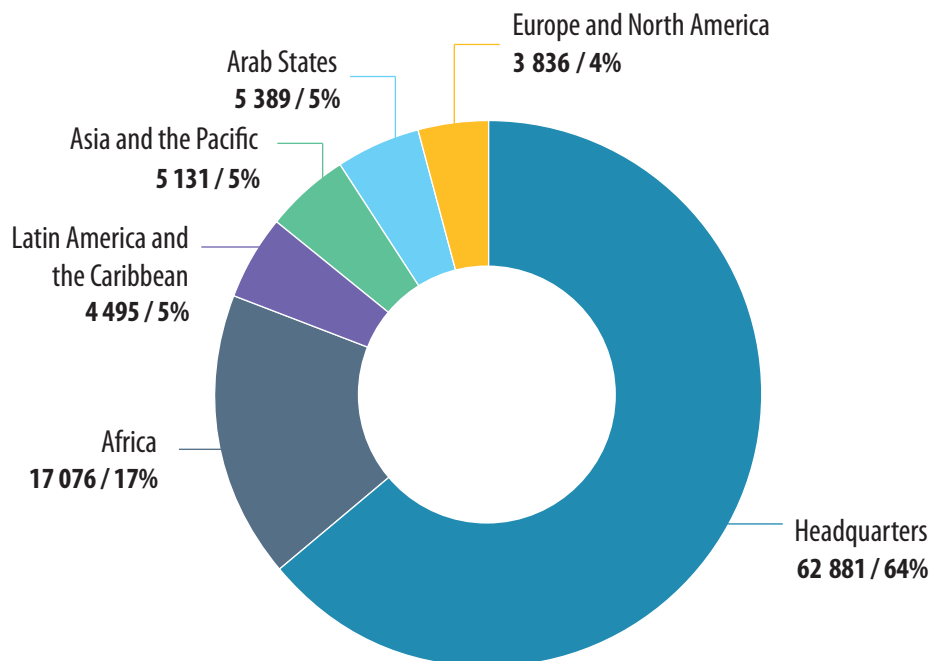
Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of Member States supported in strengthening multi-stakeholder governance of the Internet and emerging technologies	10 Member States	15 Member States (5 in Africa, 2 SIDS)	20 Member States (10 in Africa, 4 SIDS) [+5 in Africa including +2 SIDS]
2. Number of Member States and stakeholders whose Internet policies and digital ecosystems have been assessed and enhanced by applying the Internet Universality Indicators framework	10 Member States	10 Member States and/or stakeholders (5 in Africa, 2 SIDS)	15 Member States and/or stakeholders (7 in Africa, 3 SIDS) [+5, Africa +2, SIDS +1]
3. Number of Member States that have strengthened legislative and institutional capacities in accordance with international standards on human rights, for the inclusive development and use of digital technologies, such as AI, and that support gender equality	61 Member States	65 Member States (15 in Africa, 5 SIDS)	80 Member States (20 in Africa, 7 SIDS) [+15, Africa +5, SIDS +2]

Major Programme V – Resource distribution

CI – Voluntary contributions (in USD '000)



CI – Decentralization of resources by Region (in USD '000)

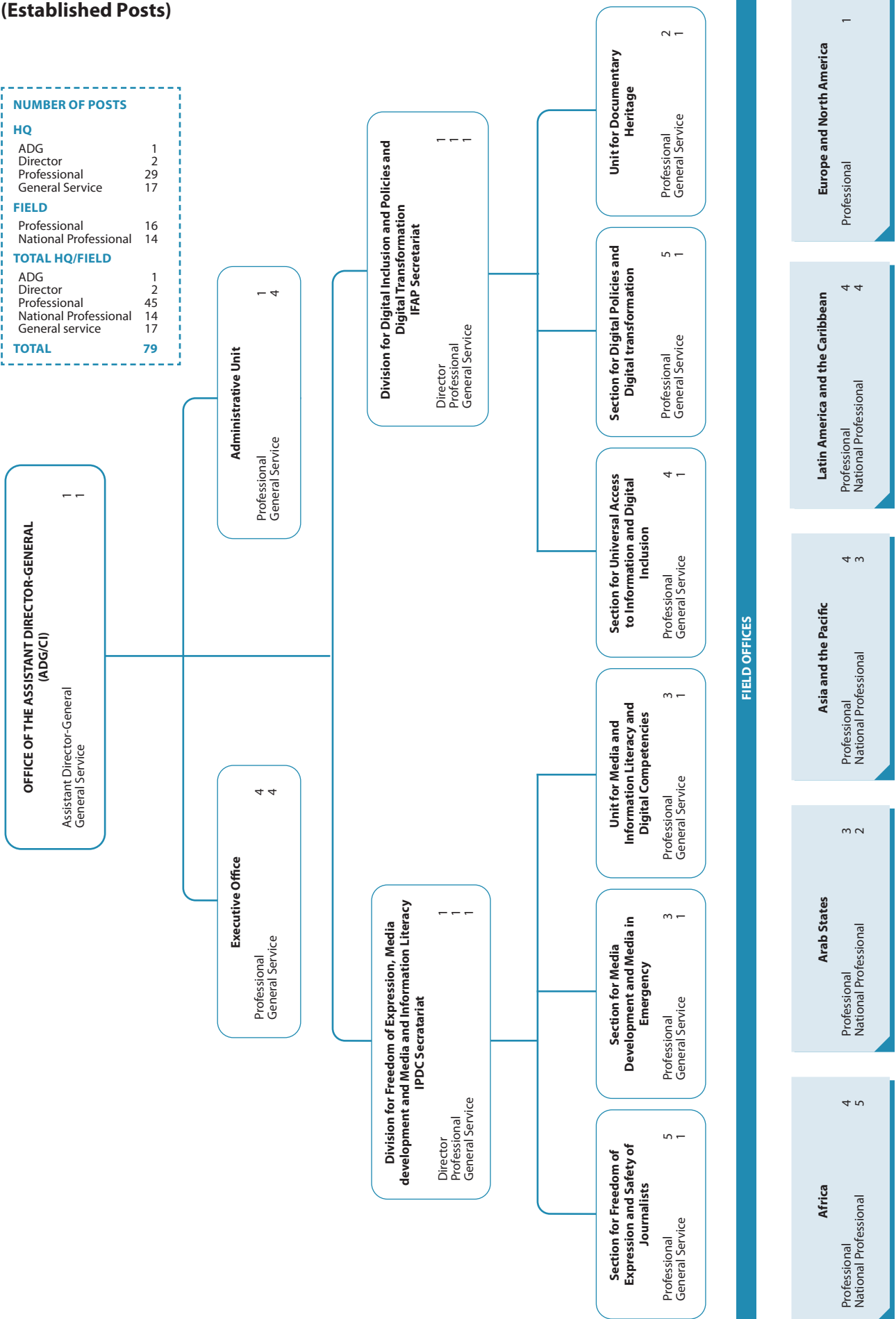


Communication and Information Sector (CI)

Organizational Chart - Revised Draft 42 C/5

(Established Posts)

NUMBER OF POSTS	
HQ	
ADG	1
Director	2
Professional	29
General Service	17
FIELD	
Professional	16
National Professional	14
TOTAL HQ/FIELD	
ADG	1
Director	2
Professional	45
National Professional	14
General service	17
TOTAL	79



FIELD OFFICES

Africa	
Professional	4
National Professional	5

Arab States	
Professional	3
National Professional	2

Asia and the Pacific	
Professional	4
National Professional	3

Latin America and the Caribbean	
Professional	4
National Professional	4

Europe and North America	
Professional	1

UNESCO Institute for Statistics (UIS)

Responding to extraordinary times

- 07001** In an increasingly digitized and connected world, access to reliable data has become critical to advance informed policies and debates. The collection of relevant data and statistics and the management, use and integration of data from different sources have also become indispensable for policy monitoring and policymaking, and for informed decision-making in general.
- 07002** The UIS provides an important service for the global monitoring of the 2030 Agenda and provides the necessary guidance to countries to collect relevant data for this purpose. In this context, there is an increased expectation by Member States for the UIS to play its role as a trusted producer of internationally comparable data and to provide strategic direction to increase the national capacity to create, manage and use data based on standards that allow for inter-operability.

Raising our ambition in the next biennium

- 07003** Under the revised Draft 42 C/5, the UIS will enhance its activities within the three priority goals outlined in the UIS Medium-Term Strategy 2022-2029, namely: strengthening the global evidence base; developing the capacity of Member States and other relevant partners; and ensuring alignment between data produced and data used in decision making. It will work on increasing coverage and quality of its data on education, science, and culture to provide reliable and relevant statistics for evidence-based policy monitoring and informed decision-making by Member States and other partners and make the data and products produced by the UIS easily accessible to all.
- 07004** More specifically, the UIS will continue tracking progress against the agreed SDG4 benchmarks and will work with Member States to establish new benchmarks and start monitoring the new priority indicators to track commitments made at the Transforming Education Summit (TES) on such emerging issues as “greening education” or “digital learning”. It is also foreseen to organize the 1st International Conference on Education Statistics in January 2024 with a view to establishing the process for an international community of practice among education statisticians and the relationship of the conference with the Technical Cooperation Group (TCG). It aims to reach consensus on key issues regarding concepts, definitions, methodologies and operational aspects of SDG 4 indicator measurement and debate the impact of technological developments on education statistics and ways in which the community of education statisticians can benefit from opportunities and address challenges.
- 07005** The UIS will further strengthen its effort to collect science- and culture-related data, particularly for SDG 9.5 on research and development (R&D) and on SDG 11.4.1 on safeguarding national and cultural heritage (SDG 11.4.1).
- 07006** Following up on the 2021 International Year of Creative Economy for Sustainable Development, which helped to situate the creative economy as a key high-value added sector that can contribute to sustainable and inclusive economic growth, employment, particularly for women and youth, both in developed and developing countries, the UIS will collaborate with the Culture Sector to revise the 2009 framework for cultural statistics, in order to allow the framework to better respond to contemporary global priorities in the measurement of the impact of culture on sustainable development and help set the foundation for Member States to collect data through indicators on culture. This important work is expected to produce new evidence on the value of the cultural and creative sectors for sustainable development.

07007 Based on this experience and expertise, the UIS will actively contribute to the Inter-Agency and Expert Group on Sustainable Development Goal Indicators (IAEG-SDGs) that is conducting a comprehensive review of the global indicator framework throughout 2024 with the aim to submit proposed revisions to the 56th session of the United Nations Statistical Commission in March 2025 for its consideration.

UIS – Integrated Budget Framework by output and source of funds (in USD '000)

Output	Breakdown by source of funds - Revised Draft 42 C/5			TOTAL IBF
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	
2.UIS1	3 684	-	5 207	8 891
2.UIS2	3 070	-	3 451	6 521
2.UIS3	1 842	-	105	1 947
4.UIS4	1 842	-	0	1 842
5.UIS5	1 842	-	156	1 998
Total UNESCO Institute for Statistics	12 281	-	8 918	21 199

Strengthening our support for Global Priorities and Priority Groups

Global Priority Africa

07008 The UIS expects to fully roll out its country engagement strategy in Africa achieving improved data coverage and strengthened capacities to monitor SDG 4/CESA progress, including through benchmarking against the set commitments. It will also strengthen the statistical capacities of African Member States in generating and reporting on SDG 4 indicators, using various data sources for international monitoring. In this regard, cooperation with partners will be enhanced, such as on the R&D related work (SDG 9.5), with the active participation of the AUDA-NEPAD's African Science Technology and Innovation Indicators (ASTII) Programme.

Global Priority Gender Equality

07009 The UIS will continue to improve data coverage and quality to support the collection and reporting on sex-disaggregated education data at various levels, to better inform policy makers and other stakeholders and facilitate development of gender analysis, policies/norms, projects or programmes that address gender inequalities. The R&D statistics to be produced by sub-Saharan African Member States include sex-disaggregated data, which is key to monitor disparities and to streamline gender approaches in new research initiatives. It will also strengthen national capacities to capture and monitor gender disparities in education, to streamline gender in new research initiatives, and to collaborate with partners on projects highlighting gender-related issues. UIS will also encourage Member States to engage women statisticians in training activities to contribute to their empowerment and engagement in the production of national data.

Youth

07010 The UIS will produce data for the first time to track the TES commitment on youth in at least 10 sub-Saharan African countries and 5 SIDS countries including the methodological development. Specifically, a potential indicator on youth participation in education, will involve reporting by governments on whether they have an education policy development council or related body that includes youth representatives and reporting by youth organizations on whether they are active members of such a council or body and how they have been consulted in education policy development.

Small island developing States (SIDS)

07011 The lack of capacities in data collection, compilation, and use of data hinders the countries in SIDS in submitting data to UIS on a regular basis. However, the UIS's new approaches of compiling data from countries using new tools and providing necessary skills in compiling data from various sources shows great progress in improving the coverage. It is expected that the UIS will continue expanding the approach to more countries, including the scope of data and statistics on education, R&D and culture in the SIDS. A strong partnership will be established with the Pacific Community (SPC) and University of the South Pacific (USP) for the implementation of the programmes in SIDS.

Box UIS: What more will be achieved under the revised Draft 42 C/5 (examples):

- An additional 10 countries supported to improve reporting against SDG 4.
- An addition 50 countries supported with the production of data on youth participation in education policy development.
- An additional 15 countries supported to submit national benchmarks for tracking TES commitments.
- An additional 8 countries reporting on UIS STI global indicators and R&D surveys.
- 5 percentage point increase in the coverage rate for SDG 4 thematic indicators.

Results Framework

Outcome 2 – Strengthen international coordination for the achievement of SDG 4 and develop the global education agenda based on research, foresight and innovation

Output 2.UIS1 – Global leadership in the monitoring of the SDG 4-Education 2030 agenda enhanced through the development of internationally agreed norms and standards and the collection, production and distribution of timely and high-quality data

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Global SDG 4 data platform established and regional mechanisms supported to monitor progress toward SDG 4	GEO 2.0 released Network of TCG ⁸ country and regional focal points established	T.1: The upgraded version of the Global SDG 4 data Centre/Global Education Observatory released and maintained T.2: The network of TCG country and regional focal points operational and actively involved in the SDG 4 monitoring.	Same targets
2. Percentage coverage for reporting against SDG 4 global and SDG 4 thematic indicators in all regions	54% coverage rate for SDG 4 global indicators, with rate for each region at least 40%. 57% coverage rate for SDG4 thematic indicators, with	T1: 65% coverage rate for SDG 4 global indicators, with rate for each region at least 50%. T2: 65% coverage rate for SDG4 thematic indicators,	T1: Same target T2: at least 70% coverage rate for

⁸ Technical Cooperation Group

	rate for each region at least 35%.	with rate for each region at least 55%.	SDG 4 thematic indicators, with rate for each region at least 55%. [+ 5 percentage points]
3. Number of SDG 4 global indicators disaggregated by sex by at least x% of countries reporting; and number that have data disaggregated by at least one other dimension for y% of countries reporting	8 out of 8 relevant indicators, disaggregated by sex by 90% of all countries reporting. 4 out of 5 relevant indicators, disaggregated by at least one other dimension by 55% of all countries reporting	T1: 8 global SDG 4 indicators, out of 8 relevant indicators, disaggregated by sex by 98% of all countries reporting. T2: 4 global SDG4 indicators, out of 5 relevant indicators, disaggregated by at least one other dimension by 65% of all countries reporting	Same targets
4. Percentage of countries that have set national targets for 2025 and 2030 for tracking TES commitments	N/A	T1: 80% of 205 countries with national benchmarks for tracking TES commitments	T1: 86% countries with national benchmarks for tracking TES commitments [+ 6 percentage points, +15 countries]

Output 2.UIS2 – Member States capabilities to design policies and implement the SDG 4-Education 2030 agenda supported through strengthening capacity to monitor and report against SDG 4 targets

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of tools, guidelines, training resources and other outputs provided to meet the capacity building needs of countries to monitor progress of the Regional and SDG4 frameworks and advocate use of data for policymaking	23 reports/data tables/other tools produced or maintained	T1: 5 new outputs produced. T2: All relevant resources maintained.	T1: 6 new outputs produced [+1] T2: Same target
2. Number of countries supported in improving reporting against the SDG 4 agenda	55	100 countries supported	At least 110 countries supported [+ 10]

Output 2.UIS3 – Response for relevant policy needs provided to develop the global education agenda, based on research, foresight and innovation

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. New Indicators, methodologies, tools and guidelines developed to address relevant current and emerging policy issues in Education supported by resource mobilization	14 outputs as a result of established networks of partnerships 1 survey completed and 1 report produced to track COVID19 impact on national education systems.	T1: Network of partnerships maintained and expanded to strengthen research and foresight capacity. T2: Establish a framework of indicators relevant to providing evidence on post-TES priority areas	T1: Same target T2: Same target T3: Produce data on youth participation in education indicator for up to 50 countries [New]

Outcome 4 – Advance international cooperation in science, technology and innovation

Output 4.UIS4 – Evidence-based policy formulation and monitoring of progress towards SDGs facilitated through the provision of timely and globally comparable data for science

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Indicators and analysis sets produced for science flagship reports supporting evidence-based decision	N/A	Relevant information and data on STI/RD data, including SDG 9	Same target
2. Number of Member States responding to UIS Surveys for which the STI SDG Global indicators are available	94	120	128 [+ 8]
3. Number of Member States for which STI R&D data disaggregated by gender are available in the UIS database	149	150	158 [+ 8]

Output 5.UIS5 – Evidence-based policy formulation and monitoring of progress towards SDGs facilitated through the provision of timely and globally comparable data for culture

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Indicators and data produced and analysed in support of UNESCO thematic framework approved for Culture 2030 Indicators and of flagship publications	N/A	Relevant information and data on culture, including on SDG 11	Same target
2. Number of Member States for which the CLT SDG Global indicator or one of its disaggregations are available	45	60	Same target

Intersectoral Programmes

Intersectoral Programme 1

Learning for Diversity: Strengthening synergies between culture and education for inclusive, sustainable and resilient societies

- 08001** In order to transform the future and rebuild our relationships with each other, with the planet, and with technology, both the UNESCO report, *Reimagining our futures together: A new social contract for education* (2021) and the *MONDIACULT 2022 Declaration* of Culture Ministers call for closer synergies and cooperation between the fields of culture and education, two core pillars of UNESCO's mandate. The integration of arts and culture into the education curricula can not only make education more contextually relevant, enriched by diverse ways of knowing and able to foster adaptive, agile and resilient societies, but also foster creativity, critical-thinking and social and emotional learning – essential qualities necessary to face myriad contemporary challenges such as climate change, migration, social and economic disparities and digital divides. Similarly, cultural institutions such as museums can improve their cultural offerings by developing more structured educational initiatives.
- 08002** In this context, UNESCO will continue supporting Member States in their development and adaptation of their cultural and educational policies, strategies and actions with a view to expanding educational trajectories, empowering communities and thereby contributing to transforming education towards building pluralistic, resilient and peaceful societies. UNESCO's actions in the 2024-2025 biennium will be guided, notably by the implementation of the UNESCO Framework for Culture and Arts Education that is intended to be endorsed at Ministerial level, at the *World Conference on Culture and Arts Education*, to be convened by the Director-General as an intergovernmental, category II meeting, in the United Arab Emirates in 2024.
- 08003** Efforts will centre around supporting Member States to operationalize the Framework at regional and national levels, particularly through the development of regional roadmaps and the provision of policy advice at the national level towards strengthening the capacities of Member States to integrate culture in and across their national educational policies and programmes, from early childhood education to TVET and lifelong learning, and by supporting educational strategies and initiatives in and across the culture sector. UNESCO will also aim to support subregional and regional initiatives in favour of advancing progress in the integration of culture and education, and thereby expanding the cooperation between the two sectors.
- 08004** Through the revision of the Recommendation concerning Education for International Understanding, Cooperation and Peace and Education relating to Human Rights and Fundamental Freedoms (1974), which addresses the role of culture and arts in improving quality education, UNESCO will provide enhanced guidance to Member States and other relevant stakeholders to review and improve policies and programmes. Synergies will also be established with the Global Priority Africa's Operational Strategy, Flagship Programme 2 on the General History of Africa.

Box IP1: What more will be achieved under the revised Draft 42 C/5 (examples):

- An additional 3 Member States supported to integrate culture in education policies and programmes.
- An additional 3 Member States supported to develop educational strategies in the cultural sector.

Outcome 1 – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Output 1.IP1 – Member States capacities strengthened to enhance the quality of education, nurture creativity and promote respect for cultural diversity

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1 Number of Member States supported to integrate culture in their education policies and programmes in view of improving their quality and relevance (ED)	6	16	19 [+ 3]
2. Number of Member States supported in developing educational strategies and initiatives in and across the cultural sector and related institutions to enhance transmission of knowledge and professional development (CLT)	2	16	19 [+3]

Intersectoral Programme 2

Advancing Scientific and Environmental Education for Sustainable and Resilient Societies

- 08005** Faced with climate crisis and other sustainability challenges, there is an urgent need to empower learners, educators and community members with knowledge, skills, values and attitudes, supported by innovative curricula and reshaped policies that can lead to responsible actions for environmental integrity, economic viability and a just society for present and future generations.
- 08006** Environmental and scientific education to transform people's roles, actions and connectedness with nature requires innovative holistic and integrated approaches to learning. To this end, UNESCO launched this Intersectoral Programme in 2022 to promote an integrated, interdisciplinary approach to advancing scientific and environmental education as part of inclusive quality education and lifelong learning for all.
- 08007** Drawing on UNESCO's capacity to mobilize interdisciplinary expertise and its unique networks of designated sites, i.e., Biosphere Reserves, UNESCO Global Geoparks, World Heritage sites, the Global Network of Water Museums, and ecohydrology demonstration sites, and other marine and coastal protected areas (PA's), this intersectoral programme makes use of these sites as living laboratories and learning hubs for sustainable development, environmental and climate action. UNESCO sites are on the frontlines of biodiversity and climate change and can provide contextualized and action-based learning opportunity for developing climate and ocean literacy, values and skills for action in real-life situation.
- 08008** This approach connects formal and non-formal education, which will lead to making the whole community climate-ready and resilient. It also includes the testing of a wider approach to ocean literacy taking into account already existing experiences, engaging local schools and communities in teaching and learning. The specific contribution of each sector (ED, SC, IOC) is identified and articulated around a common activity framework, based on UNESCO's longstanding work in Education for Sustainable Development, as well as life-long and life-wide learning approaches.
- 08009** The programme will support Member States' efforts for increasing inter-sectoral coordination and cooperation between education and environment sectors which is most needed for increasing investment in climate change and education for a greater impact on climate mitigation, adaptation and resilience. Through cooperation with youth networks and local communities, it is expected that the quality and relevance of learning will be strengthened to address critical sustainability challenges in the local context. Successful examples will be presented and discussed at various climate and biodiversity COPs and events.
- 08010** Building on the methodology developed using selected UNESCO sites for climate change education in 2022-2023, during the 2024-2025 biennium, the programme will be further scaled up in other UNESCO sites, in particular in Africa and SIDS, with a focus on educators' capacity development – ranging from schoolteachers to education professionals working in UNESCO sites, museums, visitor centres.
- 08011** Building on IOC's role as a coordinator of the UN Decade of Ocean Science for Sustainable Development (2021-2030), this programme also contributes directly to rolling out and implementing Ocean Literacy⁹ initiatives, using and working with UNESCO sites as platforms for coordination and promotion of educational activities. Actions implemented will contribute to UNESCO's co-lead on two of the Education Challenges¹⁰ of the UN Decade

⁹ Ocean Literacy refers to the understanding of the ocean's influence on us and our influence on the ocean.

¹⁰ One, in partnership with the Foundation for Environmental Education (FEE) and the North American Association for Environmental Education (NAAEE), to embed ecosystems restoration in educational programmes (Education

on Ecosystem Restoration (2021-2030). Finally, this work contributes to the implementation of the ESD for 2030 framework adopted by UNESCO General Conference and endorsed by the UN General Assembly in 2019.

Box IP2: What more will be achieved under the revised Draft 42 C/5 (examples):

- An additional 200 educators engaged in environmental and climate change education programmes and activities.
- An additional 500 educational professionals supported in delivering lifelong environmental and climate change education to schools and communities.
- An additional 30 visitor centres equipped with ocean literacy teaching and learning materials.

Outcome 3 – Enhance knowledge for climate action, biodiversity, water and ocean management, and disaster risk reduction

Output 3.IP2 – Environmental education strengthened to equip learners to address global environmental challenges

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of educators empowered to use UNESCO designated sites as learning hubs for sustainable development in formal and non-formal lifelong environmental and climate change education programmes and activities (ED)	150	400	600 [+ 200]
2. Number of educational professionals in UNESCO designated sites and Water Museums empowered to deliver lifelong environmental and climate change education to schools and communities (SC)	250	500	1,000 [+ 500]
3. Number of visitor centres in UNESCO-designated sites using ocean literacy teaching and learning materials for environmental and climate change education and awareness raising (IOC)	3	30	60 [+ 30]

Intersectoral Programme 3

Promoting Indigenous Knowledge, Culture and Languages as a Pathway to Inclusion

- 08012** There are more than seven thousand languages on the planet, a vast majority of which are spoken and signed by indigenous peoples. Over recent years, the linguistic rights of indigenous peoples have gradually become a matter of international public interest, as languages around the world continue to disappear at alarming rates. If the global community fails to act, many of these languages could fall out of use by the end of the century, also causing the potential disappearance of indigenous knowledge and cultures that are essential for addressing global issues such as those of environmental sustainability, climate change action, or biodiversity conservation. Against this backdrop, the UN General Assembly proclaimed the International Decade of Indigenous Languages (2022-2032) (IDIL), inviting all stakeholders to ensure that indigenous languages are preserved, revitalized, promoted, and used across all socio-cultural, economic, environmental, and political domains and are drivers for building peace, justice, development, and reconciliation in our societies.
- 08013** Following the launch of the IDIL, several Member States developed National Action Plans that outline their government's approach and course of action for localizing the Global Action Plan. These Plans provide guidance for government agencies and competent bodies, as well as for civil society organizations, and other public-private organizations to operationalize the IDIL. Specific attention will be given to support regional and National Action Plans in Africa and SIDS with consideration to least developed countries (LDCs).
- 08014** In this context, UNESCO will reinforce its support at the country level to ensure a transversal response to support the implementation of the IDIL, while mainstreaming gender equality and women's empowerment,
- 08015** The Sectoral funds for this Intersectoral Programme will support pilot activities related to the following outputs defined by the Global Action Plan of the International Decade: Output 1 on quality education and lifelong learning environments; Output 3 on digital empowerment; Output 6 on safeguarding of indigenous languages as a vehicle of living heritage and biodiversity; Output 7 on biodiversity conservation, climate change adaptation and mitigation: and Output 8 on economic growth.
- 08016** The Natural Sciences, Culture and Information and Communication Sectors will work closely with field offices, the Intersectoral Working Group on Indigenous Peoples Issues (ISWGIP) and the Intersectoral Task team for the IDIL implementation and further reinforce linkages with the other relevant decades, including the UN Ocean Science Decade, the Decade on Ecosystem Restoration and the UN Water Action Decade – where indigenous peoples and Member States see important opportunities for synergies. The Education Sector will also contribute to this Intersectoral Programme by promoting mother-tongue based multilingual education and access to quality education.
- 08017** The results framework has been amended to enable the performance indicators to address pilot activities to foster cultural and natural heritage initiatives, in a transdisciplinary manner, in line with the Global Action Plan of the IDIL and more specifically digital empowerment in indigenous languages, biodiversity conservation, climate change adaptation and enhancement of all forms of culture of indigenous peoples.

Box IP3: What more will be achieved under the revised Draft 42 C/5 (examples):

- 5 new initiatives launched to enhance language technology applications in indigenous languages.
- An additional 2 Member States supported to protect and promote indigenous peoples' cultures.
- 2 new initiatives launched integrating the usage and promotion of indigenous languages.

Outcome 5 – Enhance the protection and promotion of the diversity of heritage and cultural expressions

Output 5.IP3 – Member States capacities and awareness are strengthened to protect, safeguard and promote Indigenous knowledge, cultures, and languages through inclusive policies and targeted action

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of initiatives that have established favourable conditions for digital empowerment through language technology applications in Indigenous Languages (CI)	N.A.	10 initiatives (of which 2 in Africa and 2 SIDS)	15 initiatives (of which 5 in Africa and 3 SIDS) [+5, Africa +3, SIDS +1]
2. Number of Member States that have developed or implemented policies and initiatives to protect and promote Indigenous Peoples' culture, including knowledge, practices and languages (CLT)	N.A.	20 Member States (of which 4 in Africa and 2 SIDS)	22 Member States (of which 4 in Africa and 2 SIDS) [+2]
3. Number of programmes and initiatives related to biodiversity conservation, climate action and/or sustainable development that include components of indigenous language usage, preservation, revitalization and promotion (SC)	N.A.	8 initiatives (of which 4 in Africa and 2 SIDS)	10 initiatives (of which 5 in Africa and 3 SIDS) [+2, Africa +1, SIDS +1]

Intersectoral Programme 4

Media and Information Literacy and Digital Competencies: Empowering learners of all ages with skills to navigate an evolving information and knowledge landscape in the digital age

- 08018** The impact of digital technologies on societies is fundamentally changing the ways in which individuals produce, share and access information and knowledge, offering opportunities for free expression, access to media and intercultural dialogue. The opportunities span social learning, creativity, knowledge exchange, democratic participation and intercultural dialogue. Yet, digital technologies also exacerbate risks and challenges related to the global surge of dissemination of hate speech with discriminatory and racist contents, declining human rights and gender equality, spiralling mis- and disinformation including conspiracy theories, online bullying, technology-enabled gender-based violence, potential misuse of artificial intelligence and other forms of discrimination in the digital world. Together these developments erode trust in institutions, exacerbate polarization, threaten peace and security. They have tremendous negative impacts on human rights, fundamental freedoms, how we understand the wider world and engage as citizens.
- 08019** The demand for media and information literacy, digital skills, and digital citizenship competencies interventions continue to grow exponentially for learners of all ages. However, access to technology is unequal between developed and developing countries, nearly one-third of students globally cannot access remote learning and at least 85% of youth in low-income countries and one-third of lower-middle-income countries lack basic digital skills.¹¹
- 08020** To address such opportunities and challenges of the digital transformation, UNESCO has been developing, updating and supporting the application of standards and recommendations on media and information literacy and digital competencies at local, regional and global levels, with a reinforced emphasis on new actions to apply media and information literacy in digital spaces and on the ground, including in artificial intelligence systems, and enhanced actions in Africa, SIDS and LDCs. Ultimately, efforts seek to provide people – in particular youth – with the knowledge, skills, values and competencies, as well as the enabling environment needed to become responsible digital citizens and to fight all forms of exclusion, racism and discrimination, as well as build their resilience in the face of new shifts in the digital transformation, including the rapid development of generative AI.
- 08021** To this end, this Intersectoral Programme 4 (IP4) will focus on three broad stakeholder groups. First, emphasis will be on educational institutions and educators, who are central to fostering media and information literacy among learners and building the competencies needed to engage as global citizens in digital spaces. A key focus, throughout primary and secondary education, and in adult learning, will be on strengthening the capacity of educators, to teach media and information literacy, and transmit digital competencies, including to raise awareness and strengthen resilience against online hate speech and dis- and misinformation, including conspiracy theories.
- 08022** Second, youth organizations and young people, with a focus on young women, will be engaged in the programme. Youth are the most active users of digital technologies, and it is imperative that they be equipped with media and information literacy and digital competencies and lead impactful actions to tackle challenges related to the evolving digital information and knowledge landscape. To do so, actions will be taken to enable youth to acquire media and information literacy and digital competencies and engage them as peer educators; strengthen the capacities of youth-led organizations to integrate media and information literacy in their operations, policies and strategies, including by encouraging the

¹¹ UNICEF. https://www.unicef.org/media/123626/file/UNICEF_Recovering_Learning_Report_EN.pdf.pdf (2022)
UNESCO. <https://www.unesco.org/en/articles/scaling-digital-learning-and-skills-worlds-most-populous-countries-drive-education-recovery>

application of intercultural dialogue for mutual understanding; support impactful youth actions through which young people identify solutions and engage actively as changemakers for social inclusion, fighting against all forms of exclusion, racism and discrimination in the digital spaces, including gender-based violence; ensure that the use and impact of digital technologies on youth are part and parcel to holistic youth development approaches in all youth policy; advance a science led youth organizations to influence decision making; and rely on advances of neurotechnology to address the acute problem of mental health issues.

- 08023** Third, media organizations and professionals will be a focus, while ensuring cooperation with other stakeholders. UNESCO will partner with digital communications platforms as principal actors to integrate media and information literacy in digital spaces, and expand support to media institutions and libraries, to strengthen their capacity to articulate editorial or internal media and information literacy policies that will result in new media programmes. This will be achieved by advancing a Global Media Partnership on Media and Information Literacy, leading to sustained editorial policies on media and information literacy and programming.
- 08024** UNESCO will strengthen support at country level to operationalize relevant tools on digital learning and the guidelines on digital citizenship, to apply the policy guide on addressing hate speech through education (within the framework of the UN strategy on addressing hate speech) as well as in alignment with the Recommendation on the Ethics of Artificial Intelligence and expand use of the UNESCO antiracism toolkit and teachers' handbook on addressing conspiracy theories. It will also advance training and education in ethics, to ensure critical thinking and self-reliance to counter the downsides of these technologies.
- 08025** UNESCO will also address gender equality as a priority area of focus, recognizing that there is a digital gender divide which disadvantages women and girls in their access to digital technology and participation in digital spaces. Efforts will be strengthened to eliminate harmful online gender stereotypes and gender-based violence by engaging men and boys as accountable allies for the promotion of gender equality in digital spaces.
- 08026** Programmatic reinforcements will give context for the full implementation of the UN Strategy and Plan of Action on Hate Speech¹² and other normative instruments such as the Convention on the Elimination of all Forms of Discrimination against Women, as well as the recently adopted "Abuja Declaration on Global Financing for MIL: An Imperative to Fight against Disinformation and Build Trust" and the Executive Board's decision (216 EX/Decision 38), which invited the Director-General to "initiate and monitor a special call for and coordination of increased global financing of MIL, which aims to achieve concrete and assessable augmentation in the financial resources available to UNESCO for broadening the impact of the MIL programme globally".

¹² The UN Strategy and Plan of Action on Hate Speech recognizes education as a fundamental tool to address the root causes and drivers of hate speech. The reinforced action of the Intersectoral Programme 2 helps take forward the commitments made by Member States during the Global Ministers Conference on addressing hate speech through education organized by UNESCO and the United Nations Office on the Prevention of Genocide in October 2021. The Conference's conclusions prompted Member States to design and implement policies that develop digital citizenship skills, with proper attention to social and emotional learning and media and information literacy.

Box IP4: What more will be achieved under the revised Draft 42 C/5 (examples):

- An additional 86 media institutions supported to fight disinformation offline and online, including gendered disinformation.
- An additional 5 Member States supported to develop the capacities of educators in strengthening digital citizenship.
- An additional 1,000 youth empowered to fight exclusion, racism and discrimination.

Outcome 8 – Foster knowledge sharing and skills development in the digital age

Output 8.IP4 – National capacities strengthened to empower learners of all ages, women and men, with digital competencies and Media and Information Literacy skills

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of media institutions with strengthened media and information literacy capacities to fight disinformation offline and online (CI)	34 media institutions	214 media institutions	300 media institutions (50 in Africa, 10 SIDS) [+86]
2. Number of new Member States engaged in capacity-building for educators to strengthen digital citizenship skills to address hateful ideologies and promote human rights (ED)	0	10 Member States (min. 2 in Africa)	15 Member States (2 in Africa) [+ 5]
3. Number of youth empowered to apply media and information literacy and digital skills to address exclusion, racism and discrimination (SHS)	0	5,000 (1,000 in Africa and 100 SIDS)	6,000 (1,200 in Africa and 120 SIDS) [+ 1,000; Africa +200, SIDS +20]

Intersectoral Programme 5

Artificial Intelligence: ethics and digital innovation

- 08027** AI is a new technological paradigm that can offer advances and benefits for countries tackling complex developmental challenges such as ensuring environmental protection and green growth, addressing social inequalities, and providing quality education and healthcare. However, AI-based solutions carry a wide array of ethical risks in terms of human rights and the rule of law.
- 08028** The UNESCO Recommendation on the Ethics of AI offers a global framework to fill the gap and establish a balance between the advantages and disadvantages of the technology. It sets global standards, provides policy measures for ethical AI development and use. UNESCO will upscale its assistance to Member States in implementing the UNESCO Recommendation on the Ethics of AI, in particular through implementation tools such as the Readiness Assessment and the Ethical Impact Assessment and the organization of regional roundtables for countries to learn from each other and exchange best practices. Special attention will be given to support Member States in building governments' capacities, from the institutional and regulatory side, that is required to frame these technologies ethically.
- 08029** Judicial systems worldwide are increasingly using artificial intelligence to analyse large amounts of legal data to help lawyers identify precedents in case law; enable administrations in streamlining judicial processes; and support judges with predictions on complex issues. The emergence of legal analytics and predictive justice has ethical and human rights implications as the opaqueness of AI systems can go against the principles of open justice, due process, and the rule of law. Capacity building and knowledge exchange concerning AI and the Rule of Law is needed in order to train judicial operators about the working of AI systems, the use of AI tools in legal systems, including in the administration of justice, civil and criminal litigation, legal investigation, and law enforcement. Legal training is also needed concerning the implications of AI systems for bias, discrimination, freedom of expression, privacy, and understanding the ethical challenges presented by the use of AI in different social contexts. UNESCO is well positioned to address the capacity building needs of judicial operators based on its Judges' Initiative that has trained judicial operators on freedom of expression, public access to information and safety of journalists, through capacity building tools like Massive Open Online Courses (MOOC) and Global Toolkits for regional in person trainings. Programmatic reinforcement will enable capacity building for a wider range of policy actors like civil servants in ICT ministries, regulators, and policymakers in charge of digital governance and digital transformation.
- 08030** The revised performance indicators reflect a better complementarity and a greater programmatic focus of the capacity building initiatives to be conducted in an intersectoral way. Leveraging on its unique interdisciplinary expertise and assets, UNESCO will consider the protection of human rights, rule of law and fundamental freedoms as one of the four values that serve as the main pillars of the Recommendation to facilitate the ethical development and use of AI and establish the framework for capacity building, for countries to be able to leverage the opportunities offered by AI while addressing its shortcomings.
- 08031** The revised Draft 42 C/5, in particular, will enable UNESCO to expand and deepen its capacity-building initiatives in the field, and to engage with more beneficiary countries to assist with the implementation of the Recommendation, with particular focus on Africa and SIDS.

Box IP5: What more will be achieved under the revised Draft 42 C/5 (examples):

- An additional 5 multi-stakeholder initiatives in an additional 5 countries supported to build institutional capacities for the implementation of the Ethics of AI Recommendation.
- An additional 3000 judicial and policy actors (with 1,200 in Africa and 100 in SIDS) supported on the human rights and ethical impacts of AI.

Outcome 9 – Develop ethical standards, norms and frameworks for action to meet the challenges of innovative technologies and digital transformation

Output 9.IP5 – Institutional capacities strengthened for harnessing the benefits of artificial intelligence (AI) in all areas of UNESCO’s competence, while addressing the ethical challenges and ensuring the use of digital technologies to promote, protect and fulfil human rights and fundamental freedoms

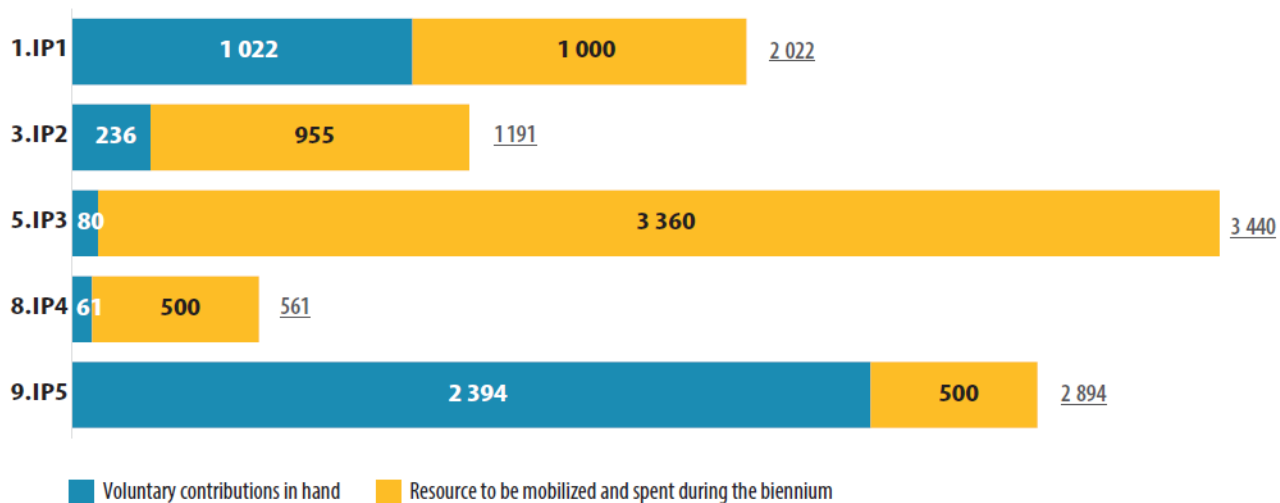
Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of initiatives taken to build national capacities to support the implementation of the Recommendation on the Ethics of AI (SHS)	40 initiatives undertaken in 40 countries (of which 10 in Africa and 5 SIDS)	60 multi stakeholders’ initiatives to build institutional capacities in 18 countries and at least one initiative at regional/global level	65 multi stakeholders’ initiatives to build institutional capacities in 23 countries and at least one initiative at regional/global level [+5 initiatives, +5 countries]
2. Number of judicial and policy actors who acquired new knowledge on the human rights and ethical impacts of AI (CI)	4,400	5,500 (800 in Africa and 100 in SIDS)	8,500 (2,000 in Africa and 200 in SIDS) [+3,000, Africa +1,200, SIDS +100]

Intersectoral Programmes Resources

IPs – Integrated Budget Framework by output and source of funds (in USD '000)

Output	Breakdown by source of funds - Revised Draft 42 C/5			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
1.IP1	2 287	-	2 022	4 309
3.IP2	1 776	-	1 191	2 967
5.IP3	1 036	-	3 440	4 476
8.IP4	1 638	-	561	2 200
9.IP5	719	-	2 894	3 613
Total Intersectoral Programmes	7 456	-	10 108	17 564

IPs – Voluntary contributions (in USD '000)



II.B – Programme-Related Services

Chapter 1 – Sector for Priority Africa and External Relations

Priority Africa

09101 The Division for Priority Africa Coordination will reinforce its coordination and monitoring role as a result of its enhanced institutional capacity. The added budgetary investment will facilitate an increase in strategic exchanges with Member States (Africa Group and Group of Friends for Priority Africa), the African Union and the Regional Economic Communities (RECs). Programmatic exchanges including with Sectors, field offices and category 1 institutes will be organized, leading to enhanced monitoring and analytical reporting to the governing bodies. Programmatic activities including interdisciplinary reflection on Africa's development, reinforced partnerships including with the private sector, outreach and advocacy actions benefiting Africa will also be scaled up in the 42 C/5.

National Commissions

09102 Additional meetings and consultations will be organized with National Commissions at sub-regional and regional levels. The network will also benefit from additional training opportunities in key areas such as Results-Based Management, Partnerships Development, including with civil society, and Project Evaluation. Initiatives will be organized bringing together colleagues from UNESCO's programme sectors and field offices with the National Commissions personnel, in order to increase the synergy and interaction between all National Commissions and UNESCO's Secretariat at Headquarters and in the Field offices.

Cooperation with the UN

09103 UNESCO will continue enhancing its collaboration with the United Nations Development System, UN specialized agencies, Funds and Programmes and other intergovernmental organizations, to effectively contribute to the implementation of the 2030 Agenda. The organization will provide strategic guidance and ensure overall coordination of its participation in and contribution to United Nations system activities, in particular those aimed at enhancing system-wide coherence at global, regional, and country levels. Complementing the Bureau of Strategic Planning's financial and strategic support to field offices' participation in UN joint country programming and positioning, PAX will also support UNESCO field offices' active engagement in UN country-level cooperation frameworks, to make sure that UNESCO's value proposition to Member States' national priorities is effectively integrated in the UN system-wide responses.

Crisis and Emergency response

09104 UNESCO will enhance its strategic, programmatic, and operational guidance as well as technical support to field offices to ensure timely responses in the context of crisis preparedness, emergency response and early recovery. PAX will strengthen coordination with programme sectors, central services and field offices to maximize the impact of UNESCO's action in countries affected by natural disasters, conflicts and in emergency situations. This will also include the strengthened coordination of UNESCO's participation in the United Nations' integrated assistance to early recovery and reconstruction, including through the UN joint post disaster, recovery and peacebuilding needs assessments, and other common programming and funding mechanisms.

Coordination with field offices

09105 With reinforced capacities in the field to deliver UNESCO's mandate and the reorganization of the field network, the field coordination function will be significantly enhanced to ensure implementation and operationalization of the overall strategy for UNESCO's field presence as well as the monitoring of field offices needs and programmatic activities. This coordination role will also include development and implementation of the accountability and reporting framework, aligned with the reorganized field structure and roles and responsibilities of regional, national and liaison offices.

PAX – Integrated Budget Framework by output and source of funds (in USD '000)

Output	Breakdown by source of funds - Revised Draft 42 C/5			
	Regular Programme	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
Chapter 1 Sector for Priority Africa and External Relation				
Chapter 1.A Office of the ADG and Field coordination				
10.PAX1	4,419	315	-	4,734
10.PAX2	1,609	-	-	1,609
Total, Chapter 1.A	6,028	315	-	6,343
Chapter 1.B Coordination and Monitoring of action to benefit Africa				
10.PAX3	3,644	-	724	4,368
10.PAX4	2,080	-	480	2,559
Total, Chapter 1.B	5,724	-	1,203	6,927
Chapter 1.C External relation				
10.PAX5	7,838	-	324	8,162
10.PAX6	3,503	-	-	3,503
Total, Chapter 1.C	11,341	-	324	11,664
Total, Chapter 1	23,093	315	1,527	24,935

Results Framework

Enabling Outcome 10 – Reinforced partnerships, outreach and advocacy in support of UNESCO's action

Output 10.PAX1 – Coordinated, comprehensive and strategic policy advice continuously provided to the Director-General and senior management as regards relations with Member States, United Nations system organizations and other intergovernmental organizations, National Commissions for UNESCO, Goodwill Ambassadors and field offices

Results Framework – Draft 42 C/In 5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Strategic documents and policies issued Comprehensive strategic response consistently provided Communication with internal and external partners enhanced	Qualitative and appropriate strategic support provided	Qualitative and appropriate strategic support provided	Same target

2. Complementary roles among PAX, Sectors, field offices and category 1 institutes clarified and reinforced	Improved coordination and coherence of the institutional response	Improved coordination and coherence of the institutional response	Same target
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Output 10.PAX2 – Sustainability of the field network strengthened to respond efficiently and effectively to the needs of Members States, in accordance with the specific characteristics and needs of each region and subregion and with UNESCO’s global priorities and priority groups

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Coordinated strategic and political support to Directors/Heads of field offices	Regular review of the relevant field network Strategic and operational communication to enhance the overall coherence in the implementation of UNESCO’s mandate	Regular review of the relevant field network Strategic and operational communication to enhance the overall coherence in the implementation of UNESCO’s mandate	Same target
2. Overall strategy for UNESCO’s field presence	Overall strategy implemented in line with the decision and roadmap decided by the governing bodies	Overall strategy implemented in line with the decision and roadmap decided by the governing bodies	Continuous monitoring and follow-up of the implementation of the overall strategy for UNESCO’s field presence Overall strategy implemented in line with the decision and roadmap decided by the governing bodies

Output 10.PAX3 – Impact and visibility of UNESCO’s programmes in Africa strengthened through enhanced coordination and monitoring of the Operational Strategy for Priority Africa (2022-2029), and better understanding of Africa’s development opportunities and challenges

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Enhanced coordination and efficient monitoring of the implementation of the Operational Strategy for Priority Africa	<ul style="list-style-type: none"> – 2 high-level meetings organized and/or attended with the view to mobilize support from main African stakeholders (AU, RECs, etc.) for the implementation of Priority Africa – Information-sharing enhanced through active and regular exchanges between field offices and Headquarters. – 2 mid-term review meetings organized with programme sectors and field offices to review 	<p>T1: 2 high-level meetings organized and/or attended with the view to mobilize support from main African stakeholders (AU, RECs, etc.) for the implementation of Priority Africa</p> <p>T2: Information-sharing enhanced through active and regular exchanges between field offices and Headquarters, including category 1 institutes, as relevant</p> <p>T3: 2 mid-term review meetings organized with</p>	<p>T1: 4 high-level meetings organized and/or attended with the view to mobilize support from main African stakeholders (AU, RECs, etc.) for the implementation of Priority Africa [+2]</p> <p>T2: Enhanced and more regular Information-sharing through active and more inclusive exchanges with field offices and Headquarters, including category 1 institutes and</p>

	<p>progress achieved in the implementation of the Flagship Programmes</p> <ul style="list-style-type: none"> – Regular statutory reporting provided to Governing bodies on the implementation of Priority Africa 	<p>programme sectors and field offices, including category 1 institutes, as relevant, to review progress achieved in the implementation of the Flagship Programmes</p> <ul style="list-style-type: none"> – T4: Regular 6-monthly statutory reporting provided to Governing bodies on the implementation of Priority Africa 	<p>other stakeholders, as relevant, for an enhanced monitoring of the Priority Africa Flagship Programmes</p> <p>T3: Same target</p> <p>T4: Enhanced analysis provided in 6-monthly statutory reporting to Governing bodies on the implementation of Priority Africa</p> <p>T5: Regular exchanges with Africa Group and Group of Friends for Priority Africa for an improved implementation of Priority Africa [New]</p>
2. Interdisciplinary institutions (Think Tanks) working on Africa's development challenges better connected with UNESCO	<ul style="list-style-type: none"> – 2 networks established – 2 fora/roundtables organized on issues related to Africa's development – 2 subregional Forums organized to follow up on the 2018 Forum on Artificial Intelligence for Africa – 1-2 publications published and disseminated 	<p>T1: 1 network established</p> <p>T2: 2 Fora/roundtables organized on issues related to Africa's development</p> <p>T3: 2 AI-related events for Africa organized</p> <p>T4: 1 publication produced and disseminated</p>	<p>T1: 2 networks established [+1]</p> <p>T2: 3 Fora/roundtables organized on issues related to Africa's development [+1]</p> <p>T3: 3 AI-related events for Africa organized [+1]</p> <p>T4: 2 publications produced and disseminated [+1]</p>
3. Social actors mobilized and contributing to enhanced visibility of Priority Africa	<ul style="list-style-type: none"> – Support to the nomination of 1-2 African personalities as goodwill ambassador(s) – 2 strategic partnerships established with international media or TV for the promotion of Priority Africa – 1-2 communication materials developed or produced in electronic or printed format, to provide an overview of actions and activities implemented under Priority Africa – 2 side events organized during strategic and important events in Africa for the promotion of Priority Africa (e.g. AU summit and AU-related events, among others) 	<p>T1: Support to the nomination of 1-2 African personalities as goodwill ambassador(s)</p> <p>T2: 2 strategic partnerships established with international media or TV for the promotion of Priority Africa</p> <p>T3: 1-2 communication materials developed or produced in electronic or printed format, to provide an overview of actions and activities implemented under Priority Africa</p> <p>T4: 2 side events organized during strategic and important events in Africa for the promotion of Priority Africa (e.g. AU summit and AU-related events, among others)</p>	<p>T1: Same target</p> <p>T2: Same target</p> <p>T3: 2-3 communication materials developed or produced in electronic or printed format, to provide an overview of actions and activities implemented under Priority Africa [+1]</p> <p>T4: 4 side events organized during strategic and important events in Africa for the promotion of Priority Africa – e.g. Joint activities as part of AU Year on Education in 2024 [+2]</p>

Output 10.PAX4 – Support to Priority Africa enhanced through increased and more efficient strategic partnerships with public and private stakeholders

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of strategic partnerships established with Member States, the African Union Commission, Regional Economic Communities, civil society, the private sector and specialized UN institutions, in the context of South-South and North-South-South cooperation for the implementation of Priority Africa	<ul style="list-style-type: none"> – 3 strategic partnerships established with different categories of partners (bilateral, multilateral, regional, private, etc.) – 1 Joint Coordination meeting organized with AU and Regional Economic Communities – At least 1 meeting organized with a regional institution on a specific thematic area 	<p>T1: 3 strategic partnerships established with different categories of partners (bilateral, multilateral, regional, private, etc.)</p> <p>T2: 1 Joint Coordination meeting organized with AU and Regional Economic Communities</p> <p>T3: At least 1 meeting organized with a regional institution on a specific thematic area</p>	<p>T1: 4 strategic partnerships established with different categories of partners (bilateral, multilateral, regional, private, etc.) [+1]</p> <p>T2: 2 Joint Coordination meeting organized with AU and Regional Economic Communities [+1]</p> <p>T3: At least 2 meetings organized with a regional institution on a specific thematic area [+1]</p>
2. Number of partnerships and networks mobilized in support of the promotion of a culture of peace in Africa	<ul style="list-style-type: none"> – Government of Angola, the African Union and other partners mobilized for the organization of future editions of the Biennale on the Culture of Peace and the follow-up thereof by the Africa Department – Government of Côte d'Ivoire and other partners mobilized for the transformation of the established African School for Peace in Côte d'Ivoire into a UNESCO category 2 centre 	<p>T1: Government of Angola, the African Union and other partners mobilized for the organization of future editions of the Pan-African Forum for a Culture of Peace in Africa, “Biennale of Luanda” and the follow-up thereof by the Africa Department</p> <p>T2: Government of Côte d'Ivoire and other partners mobilized for the transformation of the established African School for Peace in Côte d'Ivoire into a UNESCO category 2 centre</p>	Same targets
3. Participation of UNESCO in annual RCP meetings increased to contribute to the review of RCP-Africa work, and in other consultation meetings of clusters/sub-clusters aiming at joint programming and implementation	<ul style="list-style-type: none"> – 1 annual RCP meeting attended to participate substantively and ensure reporting on UNESCO activities – Monthly/bi-monthly cluster/sub-cluster meetings organized and/or attended; and annual business plans developed within the framework of RCP-Africa – Participation in AU Annual Summit and 	<p>T1: 1 annual RCP meeting attended to participate substantively and ensure reporting on UNESCO activities</p> <p>T2: Contribution to the development of annual business plans within the framework of RCP-Africa</p> <p>T3: Participation in AU Annual Summit and other AU-related high-level meetings</p>	<p>T2: 2 annual RCP meetings attended to participate substantively and ensure reporting on UNESCO activities [+1]</p> <p>T2: Same target</p> <p>T3: Same target</p> <p>T4: Support to joint activities implemented by Addis Liaison Office and field offices, including in the latter's role as Focal Points for RECs in their respective regions [New]</p>

other AU-related high-level meetings

Output 10.PAX5 – Cooperation with Member States increased, particularly through their Permanent Delegations to UNESCO and the established groups of Member States at UNESCO, National Commissions for UNESCO as well as relevant regional intergovernmental organizations

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Coordination enhanced across secretariat and field offices, notably with programme sectors, in preparing and following up to Director-General's visits and meetings in/with Member States	Briefings for Director-General visits and meetings improved	Process for preparation and follow-up for Director-General visits and meetings improved, including briefings	Same target
2. Regular contact with Member States and their Permanent Delegations enhanced	Plenary meetings, including information meetings organized, with the support of the Secretariat	Plenary meetings, including information meetings, organized, with the support of the Secretariat, including online	Same target
4. Capacities of National Commissions and visibility on their work strengthened, and their contribution to the implementation and review of UNESCO's programmes at different levels improved	<ul style="list-style-type: none"> – Interregional meeting for strengthening the operational capacities of National Commissions organized annually with at least 130 National Commissions participating – Promote consultations, knowledge sharing and international cooperation between the National Commissions, in support of Headquarters and the field offices – Create, coordinate and share with National Commissions, at the regional and global levels, a database of experts in UNESCO's different fields – Regular training seminars organized for National Commissions – Annual Report of National Commissions published (with more than 140 national contributions included) and communication tools established/produced 	<p>T1: Interregional meeting for strengthening the operational capacities of National Commissions organized annually, including online</p> <p>T2: Support consultations, knowledge sharing and international cooperation between National Commissions</p> <p>T3: Lead regular training seminars for National Commissions</p> <p>T4: Annual Report of National Commissions published and communication tools established/produced</p>	<p>T1: Same target</p> <p>T2: Same target</p> <p>T3: Same target</p> <p>T4: Same target</p> <p>T5: Subregional and regional consultations and trainings initiated by National Commissions are endorsed [New]</p>

Output 10.PAX6 – Cooperation with the United Nations system in the context of the United Nations Development System reform is better articulated and strengthened at the global, regional and country levels

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Improved strategic engagement in UN system activities and programmes, including stronger participation in UN system inter-agency mechanisms and intergovernmental bodies, as well as in system-wide crises preparedness and response frameworks	Ensure UNESCO's strategic engagement and contribution to the Our Common Agenda and all preparatory events and initiatives for the Future Summit in 2024, and related UN conferences, coordinate UNESCO's contribution to post-disaster and post-conflict responses	T1: Prepare Director-General's participation in the CEB and coordinate with senior level management UNESCO's contribution to the SMG, EMG, as well as to the HLCP and UNSDG as well as to the UNGA, HLPF and to all major UN conferences and related interagency mechanisms related to Our Common Agenda, and to South-South and Triangular Cooperation, and coordinate UNESCO's crisis preparedness and response	T1: Prepare Director-General's participation in the CEB and coordinate with senior level management UNESCO's contribution to the SMG, EMG, as well as to the HLCP, and UNSDG as well as to the UNGA, HLPF and to all major UN conferences and related interagency mechanisms related to "Our Common Agenda", and to South-South and Triangular Cooperation T2: Strengthen in-house coordination within Headquarters and with field offices in the context of crisis preparedness, emergency response and early recovery [New]
2. Enhanced internal coordination and improved strategic approach to UN development system mechanisms at the global, regional and country level including in the post-conflict and post-disaster contexts	Ensure UNESCO's strategic engagement and contribution to all UN Reform processes at the global, regional and country level, including by providing guidance and backstopping to UNESCO's field offices and staff at HQ and organizing briefings with new RCs on UNESCO's priority areas	T1: Organize and deliver trainings on UN Reform, including on resource mobilization with BSP, for UNESCO field offices and HQ staff to build capacity and to ensure that UNESCO's priorities are well integrated into UN Sustainable Development Cooperation Frameworks. T2: Organize briefings and workshops with new RCs on UNESCO's strategic priority areas to ensure strategic alignment with QCP and other relevant system wide policies guidance and transformations	T1: Same target T2: Same target T3: Enhance strategic guidance and technical support to field offices to prepare for timely response to crises and recovery and reconstruction processes, in close collaboration with programme sectors, BSP and central corporate services [New]

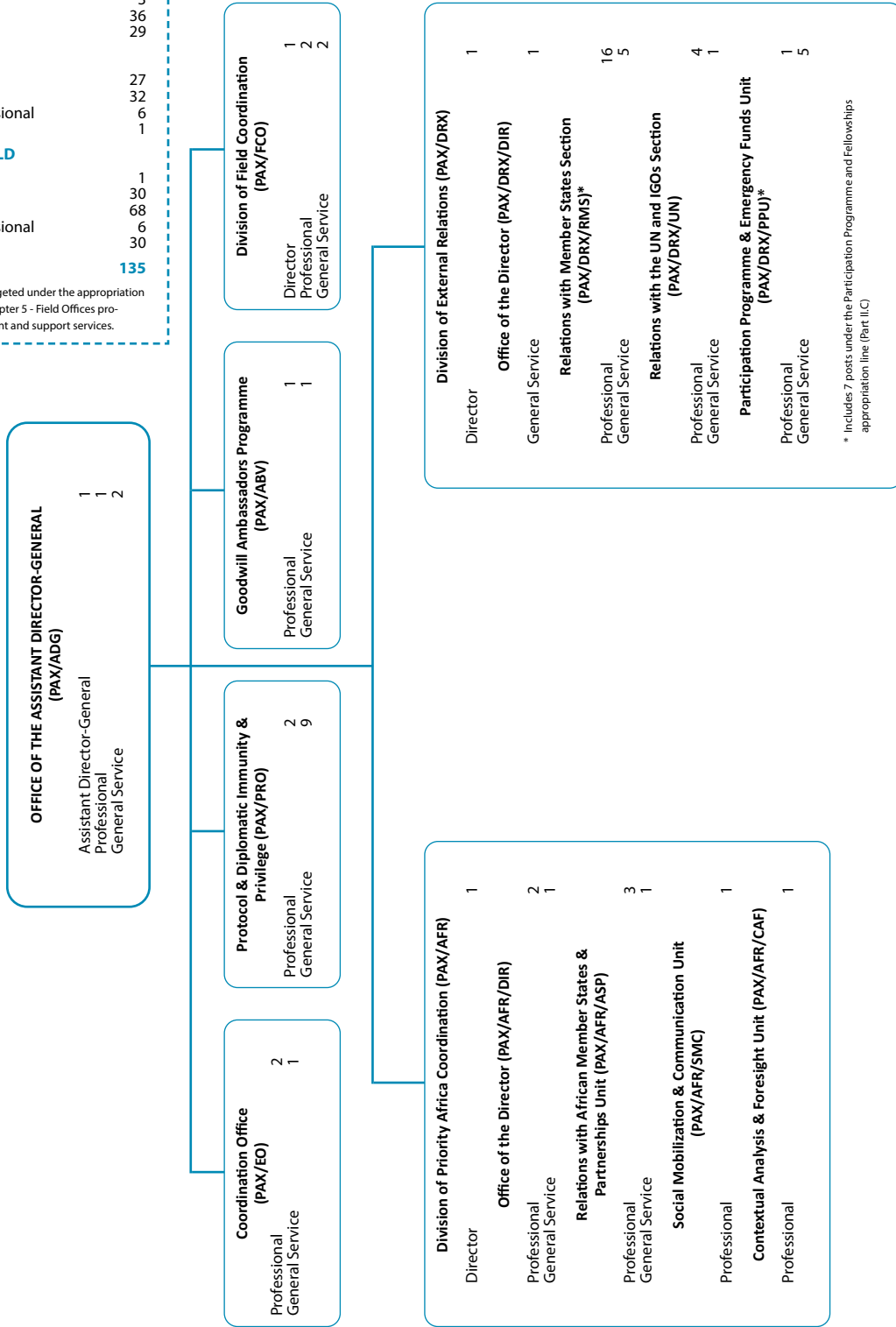
Priority Africa and External Relations Sector (PAX)

Organizational Chart - Revised Draft 42 C/5

(Established Posts)

NUMBER OF POSTS	
HQ	
ADG	1
Director	3
Professional	36
General Service	29
FIELD*	
Director	27
Professional	32
National Professional	6
General Service	1
TOTAL HQ/FIELD	
ADG	1
Director	30
Professional	68
National Professional	6
General Service	30
TOTAL	135

* These posts are budgeted under the appropriation line for Part II.B - Chapter 5 - Field Offices programme management and support services.



FIELD OFFICES *

Region	Director	Professional	National Professional	General Service
Africa	5	12	3	1
Arab States	5	4	1	
Asia and the Pacific	7	8		
Latin America	6	5	1	
Europe and North America	4	3	1	

Chapter 2 – Coordination and monitoring of action to implement gender equality

09201 UNESCO's global priority gender equality is more relevant than ever to address the growing gender inequalities around the world. The evidence is startling. The UN now predicts it will take almost three centuries to close gender gaps. The COVID-19 pandemic and its aftermath, numerous conflicts and crises around the world, have greatly contributed to derail the path towards achieving gender equality.

Box GE1: Progress towards gender equality is significantly off-track:

- In crisis-affected regions, 54% of girls are out of school, twice the number of the global average.
- 80% of those displaced by climate-related disasters and changes around the world are women and girls.
- Women hold only 2 in every 10 science, engineering and information and communication technology jobs globally. They represent just 28% of the tech industry workforce worldwide, 20% of the leadership positions, 22% of all AI professional developers and comprise only 16.5% of inventors associated with a patent.
- 44.2% of AI systems demonstrate gender bias, with 25.7% exhibiting both gender and racial bias, demonstrating how conventional stereotypes are perpetuated and even deepened in the digital sphere.
- 73% of women journalists surveyed had experienced online violence, and one out of five have been attacked or abused offline in connection with online violence. 41% of women journalists said they had been targeted in online attacks connected to orchestrated disinformation campaigns.
- 74% of violations against women artists and artworks depicting women were acts of censorship.

09202 Through a new strategic framework for gender transformative action, UNESCO is an important partner to counter disturbing trends in education, sciences, culture, communication and information. It reduces inequalities and promotes learning and creative societies in the digital age in and through quality education. UNESCO reduces the digital gender divide by empowering women and girls with digital, media and information literacy skills and competencies, ensuring equal access to information and empowering women in the development and use of digital technologies. UNESCO provides role models and mentors for young women scientists, giving visibility to their works and advocates for their access to leadership positions and to decision-making bodies. Tackling gender-based violence, discrimination, and stereotypes, including in the digital environment, is a top priority as is equipping learners and learning environments to be safe and healthy. Improving women's working conditions, employment opportunities and economic, social, cultural rights, and promoting gender equality in media and cultural sectors contributes to post-pandemic labour market recovery and amplifies the voices of women in the public sphere.

09203 With reinforced human and financial resources, UNESCO will be better able to respond to new developments such as the backlash against the rights of women and girls to go to school or the rise of online gendered disinformation and technology facilitated gender-based violence. It will empower the institution to anticipate challenges and promote women and girls as agents of change in underexplored areas such as biosphere reserves, oceans and water management, natural and world heritage sites and in priority region SIDS. It will also support an inclusive version of history, living heritage and heritage documentation. Additionally, the fragility of the global context requires deepening the gender dimensions in all UNESCO interventions during crises and emergencies.

09204 During the 2024-2025 biennium, the Division for Gender Equality will scale up activities within its core functions for inter-sectoral coordination, knowledge production and capacity development, communication and advocacy actions. It will roll out its global transversal framework and provide support to major programme sectors and field offices to scale up gender transformative actions in the following areas:

- Crisis preparedness, emergency response and early recovery actions aligned with the Women, Peace and Security agenda and UN Security Council Resolution 1325 adopted in response to the disproportionate impact of conflict on women and girls and empower them to contribute to preventing and ending conflict and ensure sustainable peaceful solutions.
- Empowering women with Media and Information Literacy (MIL) and digital skills that are required to address new challenges such as disinformation online, and the rise and impact of AI and generative AI on gender bias and stereotypes.
- Supporting an inclusive version of history, heritage and memories as part of actions intended to restore and re-think the representation of women in the narratives that are expressed through museum collections, in archives or in the media and to restore heritage sites and community practices that also represent women and girls (in particular across Africa).
- Promoting new opportunities for women scientists and supporting women leading action for climate justice.
- Supporting women’s empowerment and leadership in ocean sciences and address gender-based inequalities in water governance and management.

Box GE2: What more will be achieved under the revised Draft 42 C/5 (examples):

- An additional 70 strategic policy support actions implemented to operationalize UNESCO’s gender equality framework and implement UN-wide reforms on gender equality markers to track progress across UNESCO’s programmes.
- An additional 23 gender-transformative initiatives, regional and national capacity development interventions and learning tools launched (including gender needs assessments in crises and emergency contexts).
- An additional 4 global research and knowledge products developed to provide new evidence for UNESCO’s gender transformative actions.

GE – Integrated Budget Framework by output and source of funds (in USD '000)

Output	Breakdown by source of funds - Revised Draft 42 C/5			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
Chapter 2 Coordination and monitoring of action to implement Gender Equality				
11.GE1	5 101	-	-	5 101
Total, Chapter 2	5 101	-	-	5 101

Results Framework

Enabling Outcome 11 – Accountable, efficient and effective management in pursuit of the Organization’s results

Output 11.GE1 – Global priority gender equality is advanced in and through education, science, culture, communication and information

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Strategic policy advice, enhanced coordination, efficient monitoring and reporting on the implementation of the global priority gender equality across UNESCO fields of competence	B1: 18	T1: 18 Qualitative and strategic policy support provided on the operationalization of UNESCO’s transversal framework for Global Priority Gender Equality with programme sectors, at Headquarters and in the field, and with corporate services	T1: 38 Qualitative and strategic policy support provided on the operationalization of UNESCO’s Framework for Global Priority Gender Equality and on gender related budget tracking and reporting [+20] T2: 120 workplans across sectors analysed [+ 50]
	B2: 70	T2: 70 workplans across sectors analysed	
2. Number of research, knowledge products, advocacy and communication tools to advance gender equality that are supported to increase the impact and visibility of UNESCO’s action across its fields of competence	B1: 15	T1: 15 gender-transformative initiatives are supported	T1: 20 gender-transformative initiatives supported [+ 5] T2: One Biennial report and two UN SWAP Reports on the results of UNESCO Actions for global priority gender equality across its field of competence [+ 4]
	B2: 3	T2: One Biennial report and two UN SWAP Reports on the results of UNESCO Actions for global priority gender equality across its field of competence	
3. Number of capacity development interventions to equip UNESCO staff with competencies and skills to fully implement global priority gender equality	B1: 5	T1: 5 regional/national capacity development interventions on the operationalization of UNESCO’s transversal framework for Global Priority Gender Equality	T1: 20 capacity development interventions, including Gender Needs Assessments in crises and emergency contexts [+15] T2: 5 learning tools produced and disseminated [+3]
	B2: 2	T2: 2 learning tools produced and disseminated	

Global Priority Gender Equality (GE)

Organizational Chart - Revised Draft 42 C/5

(Established Posts)

NUMBER OF POSTS	
HQ	
Director	1
Professional	3
General Service	1
TOTAL	5

GENDER EQUALITY DIVISION (GE)	
Director	1
Professional	3
General Service	1

Chapter 3 – Strategic Planning

- 09301** The Bureau of Strategic Planning (BSP) will strengthen support to the development of the Organization’s strategic orientations, articulation of comparative advantages and focus, effective programme development, implementation and reporting, mobilization of partnerships in support of results, and ensure that priorities are adequately resourced with high-quality funding. Through greater integration of its strategic planning, programming and partnership functions, the Bureau will be able to provide more support to field offices and programme sectors for the development of higher-impact programmes, better connecting results to resources.
- 09302** BSP will lead the preparation of the Draft Programme and Budget 2026-2029 (43 C/5) and organize inclusive and forward-looking consultations with Member States and other stakeholders. Its work will be underpinned by more robust foresight, trends analysis and articulation of the Organization’s concrete expected impact. It will also propose innovative approaches in pursuit of the 2030 Agenda, with emphasis on upscaling intersectoral initiatives and fostering multi-stakeholder partnerships in support of strategic objectives.
- 09303** In addition, BSP will coordinate cross-cutting issues across the Organization, such as action in favour of LDCs and category 2 centres. The Bureau will also lead UNESCO’s engagement in UN system-wide mechanisms related to its functions, such as the High-Level Committee on Programmes (HLCP). As the upcoming planning period will be a time when Member States start to design the parameters for a post-2030 Agenda, BSP will leverage its strategic planning and partnerships functions to position UNESCO’s mandated areas in these discussions.
- 09304** A more robust results framework, coupled with strengthened results management systems, will enhance results reporting to the Executive Board and measurement of the Organization’s impact. BSP will also provide greater programmatic support and management, including through enhanced support to field offices in strategic positioning, UN joint programming, programme development and implementation, monitoring and proactive identification and resolution of implementation bottlenecks. It will work to enhance overall coherence, alignment and impact along the institutional results chain. The Bureau will strengthen programme development and implementation through proactive RBM guidance, the advancement of social and environmental sustainability programming standards, the development of targeted programming tools and related capacity development.

Box BSP: What more will be achieved under the revised 42 C/5 (examples):

- Member States provided with more data-driven and impact oriented statutory reporting.
- Member States provided with a first-ever beneficiary and partner survey with feedback on UNESCO’s positioning and performance.
- A highly consultative process for the development of the 43 C/5 facilitated to capture the strategic priorities of the UNESCO membership and position the organization at the frontlines of a changing operating context.
- Higher quality voluntary contributions mobilized with more flexible, predictable and sustainable financing at scale.
- An additional 3% (to 15%) increase in resource mobilization from the private sector.
- UNESCO’s pro-active positioning strengthened at 6 global priority events a year to generate new partnership opportunities in areas of high strategic relevance.
- Support to field offices further strengthened, including by reinforcing the BSP-managed 1% modality for the strategic positioning of UNESCO in joint UN programming contexts at country and regional levels, and by creating synergies with BSP’s field support funds on resource mobilization.

09305 In response to a challenging global environment, the Bureau will further enhance partnerships through more coordinated and strategic partner engagement and enhanced partner intelligence and visibility. Efforts will include more systematic analysis of and better alignment with partners' priorities; the development of shared value partnerships; and enhanced engagement with government donors, while strengthening cooperation with private sector and civil society actors; and the positioning of UNESCO in relevant processes and events.

09306 Procedures will be streamlined to allow the Organization to respond faster to opportunities without loss in accountability while mitigating risks. These efforts will be underpinned by a compelling investment case for the Organization, stronger linkages between results and resources, as well as a corporate ambition to move away from small-scale, fragmented projects towards large-scale, multi-year, and high-impact programmes that carry the bulk of UNESCO's growth in voluntary contributions. Securing flexible and predictable funding will continue to be a priority to give the Organization greater programmatic agility.

BSP – Integrated Budget Framework by output and source of funds (in USD '000)

Output	Breakdown by source of funds - Revised Draft 42 C/5			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
Chapter 3 Strategic planning				
10.BSP2	6 825	5 814	1 344	13 984
10.BSP3	869	740	-	1 609
11.BSP1	2 770	2 359	120	5 249
Total, Chapter 3	10 464	8 914	1 464	20 842

Results Framework

Enabling Outcome 11 – Accountable, efficient and effective management in pursuit of the Organization's results

Output 11.BSP1 – Effective strategic planning, monitoring, reporting and coordination of cross-cutting matters ensured in support of improved programme design and delivery

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Improved quality of strategic planning, efficient coordination of consultative processes and engagement with Member States and other stakeholders	42 C/5 prepared and published	T1: 3 prospective debates and 6 inclusive and participatory consultative meetings organized with Member States T2: Draft 43 C/5 published reflecting Strategic priorities and needs of Member States	T1: At least 6 prospective debates and 10 inclusive and participatory consultative meetings organized [+3 and +4] T2: High quality 43 C/5 adopted by Member States, reflecting the strategic priorities of the UNESCO membership and positioning the organization strategically in a changing operating context

2. Enhanced quality of statutory reports on programme execution with improved methodologies and presentation	APIR, 215 EX/4, 216 EX/4 published	Impact oriented statutory reports published (Strategic Results Report 2024, 219 EX/4; 220 EX/4)	Data-driven impact oriented statutory reports published, including partner feedback on UNESCO's positioning and performance (gathered through a new partner survey) (Strategic Results Report 2024; 218EX/4; 220EX/4)
3. Enhanced coordination of intersectoral and cross-cutting programmes, category 2 centres and actions for the benefit of LDCs	N/A	<ul style="list-style-type: none"> - Strategic support provided for the design and operationalization of intersectoral programmes and initiatives - Reports produced on UNESCO's work in LDCs 	<p>Strategic support provided (bringing together planning, programming and partnerships) for the design, operationalization, and monitoring of intersectoral programmes and initiatives</p> <p>- Data-driven reports produced on UNESCO's work on LDCs</p>

Enabling Outcome 10 – Reinforced partnerships, outreach and advocacy in support of UNESCO's action

Output 10.BSP2 – UNESCO's partnerships and resource mobilization optimized and leveraged to strengthen the impact and visibility of the Organization's programmes

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Resources are efficiently and effectively mobilized to achieve the Organization's results	<p>Private sector represents 9% of all resources mobilized at end 2022</p> <p>Average project/agreement size is \$369,000</p> <p>\$363.6 million mobilized in 2022</p>	<p>T1: Private sector represents 12 % of all resources mobilized</p> <p>T2: Average project/agreement size is USD 500K</p> <p>T3: Annual average of funds mobilized crosses \$400m</p>	<p>T1: Private sector represents 15 % of all resources mobilized [+3 percentage points]</p> <p>T2: Average project/agreement size is USD 500K with increased upwards trend</p> <p>T3: Same target</p> <p>T4: Higher quality of VC with more flexible, predictable and sustainable financing at scale [New]</p>
2. Partner engagement strengthened, including with the private sector, through dedicated approaches and outreach,	Enhanced positioning of UNESCO at 3 global events with partnerships opportunities	T1: Enhanced positioning of UNESCO at 6 global events with partnerships opportunities, including	T1: Enhanced and proactive positioning of UNESCO, based on strengthened partner intelligence , at 6 global

partner visibility initiatives and stronger positioning of UNESCO in key global events	6 strategic policy dialogues per year organized with funding partners	with the private sector T2: 10 strategic policy dialogues per year organized with funding partners	events with partnerships opportunities, including with the private sector T2: 10 strategic policy dialogues per year organized with funding partners, with enhanced outreach to partners
3. Institutional networks of civil society partners diversified and strengthened, and civil society leveraged for meaningful engagement around UNESCO’s programmes and priorities	20% of new organizations admitted from underrepresented regions 3 outreach activities 2 NGO Forums organized by the NGO-UNESCO Liaison Committee	T1: 40% T2: Regional mapping of NGOs undertaken in 4 regions T3: 8 outreach activities for civil society strategic engagement T4: 4 NGO Forums aligned with UNESCO programmatic priorities	T1: Same target T2: Regional mapping of NGOs undertaken in all regions T3: 12 outreach activities for civil society strategic engagement [+4] T4: 6 NGO Forums and other activities aligned with UNESCO programmatic priorities co-organized with the NGO-UNESCO Liaison Committee [+2]

Output 10.BSP3 - UNESCO’s programmatic priorities articulated in the context of the 2030 Agenda and contribution to United Nations inter-agency work strengthened

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Enhanced coordination of UNESCO’s contribution to 2030 Agenda, other UN system-wide frameworks and inter-agency processes	N/A	T1: UN system-wide frameworks and inter-agency deliverables of the High-Level Committee on Programmes (HLCP) and other inter-agency groups reflect UNESCO’s strategic interests, priorities and contribution to 2030 Agenda T2: All demands by UNESCO field offices for support from the 1% modality for UN common country programming processes are assessed and managed	T1: Same target T2: All demands by UNESCO field offices for support from the 1% modality for UN common country programming processes are assessed and managed, with reinforced overall support going to the field
2. Effective integration of UNESCO’s expertise, comparative advantage and capacity to deliver in organizational performance assessments	N/A	Coordination and completion of all performance assessments as applicable	Same target

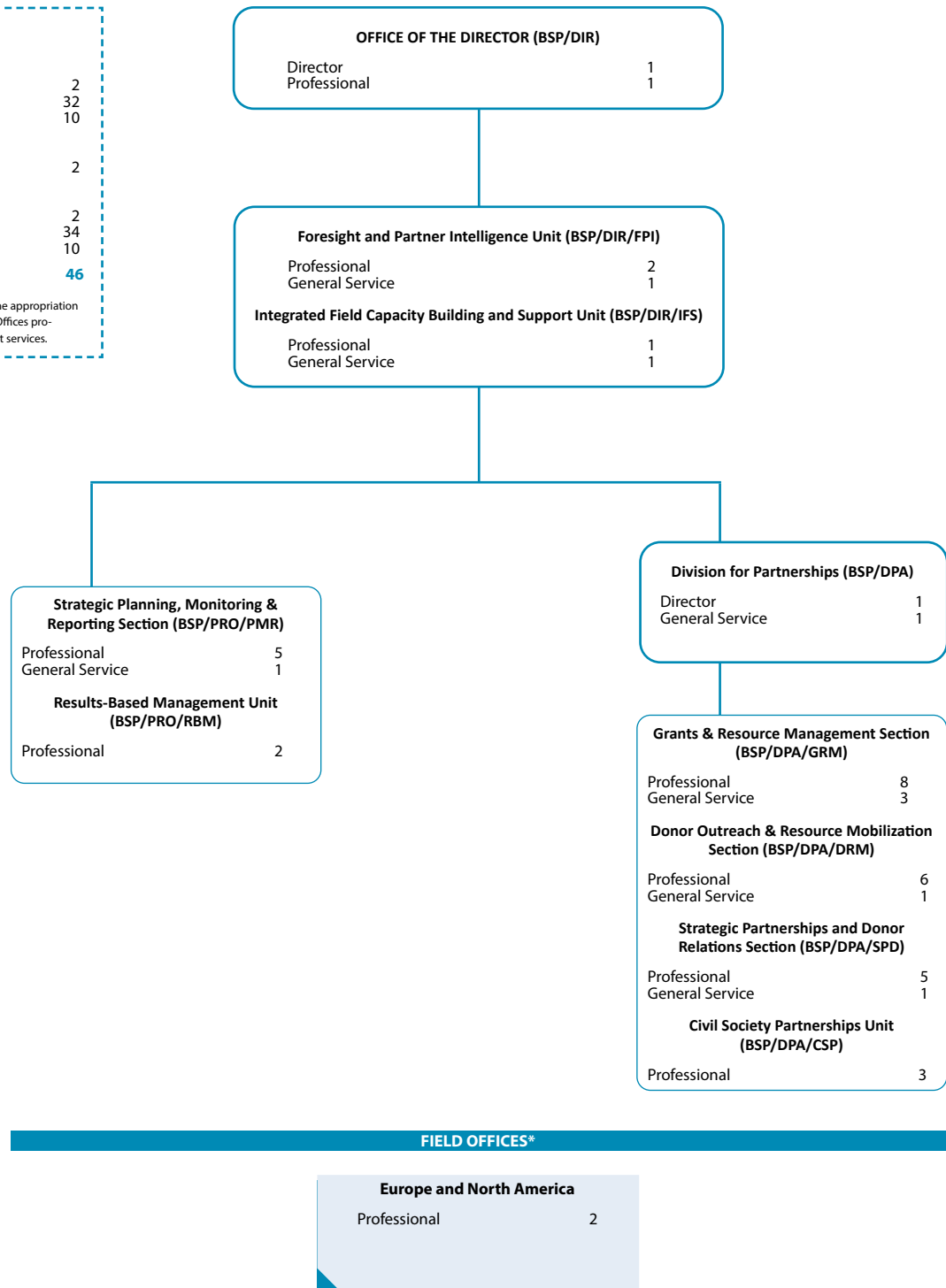
Bureau of Strategic Planning (BSP)

Organizational Chart - Revised Draft 42 C/5

(Established Posts)

NUMBER OF POSTS	
HQ	
Director	2
Professional	32
General Service	10
FIELD*	
Professional	2
TOTAL HQ/FIELD	
Director	2
Professional	34
General Service	10
TOTAL	46

* These posts are budgeted under the appropriation line for Part II.B - Chapter 5 - Field Offices programme management and support services.



Chapter 4 - Communication and Public Engagement

- 09401** In the new biennium, UNESCO will accelerate the transformation of its approach to communication and build upon the results achieved in terms of stronger visual identity and web communication. UNESCO will amplify its communication reforms in the area of press outreach, digital communication and media partnerships to improve visibility, brand awareness and public engagement.
- 09402** A key objective will be to accelerate efforts to coordinate and bring together the variety of UNESCO's expertise and programme results into one global coherent narrative to further increase the awareness of UNESCO's work in the media and the wider public sphere. Another focus will be to strengthen UNESCO's public profile as a trusted implementation partner through impact stories and result-oriented communication.
- 09403** With the additional funding foreseen under the revised Draft 42 C/5, UNESCO will be able to strengthen its communication impact in several key areas:
- Media outreach and pickup will be strengthened (through a more targeted approach to press relations), and through major media partnerships sponsored coverage and long-format media content production, including high-visibility communications products.
 - Pre-investment for the institutional strengthening of key corporate services will be sought, especially to enhance digital tools needed to support program delivery, especially in public data such as lists and UNESCO designations. This will contribute to the scaling-up of UNESCO's digital transformation, which calls for more significant and structural investments.
 - UNESCO's visibility on social media will be strengthened, through targeted posting and sponsored campaigns. Institutional commitments to multilingualism will be enhanced, with a view to improve UNESCO's outreach.
 - UNESCO will reinforce its communication presence in the field, notably in Africa to strengthen reporting on UNESCO's programme implementation in the press as well as on UNESCO's own channels.
 - Coordination of UNESCO's communication will be enhanced with a stronger streamlining of communications resources and expertise across the house. Monitoring and impact assessment will also be enhanced to maximize transparency and best value for investments.
 - Communication in crisis and emergency response and early recovery will be reinforced (in coordination with programme and programme-support sectors) through dedicated crisis communication officers and more robust planning.

Box CPE: What more will be achieved under the revised Draft 42 C/5 (examples):

- A 20% increase in the number of monthly press pick-ups to reach 110,000 per month.
- An additional 8 million page views on UNESCO.org, an additional 700,000 unique visitors and an additional 1 million followers.
- An additional 10 million downloads of UNESCO content.
- An additional 50 million views achieved for UNESCO's top campaigns.

CPE – Integrated Budget Framework by output and source of funds (in USD '000)

Output	Breakdown by source of funds - Revised Draft 42 C/5			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
Chapter 4 Communication and Public Engagement				
10.CPE1	14 598	1 936	1 047	17 582
Total, Chapter 4	14 598	1 936	1 047	17 582

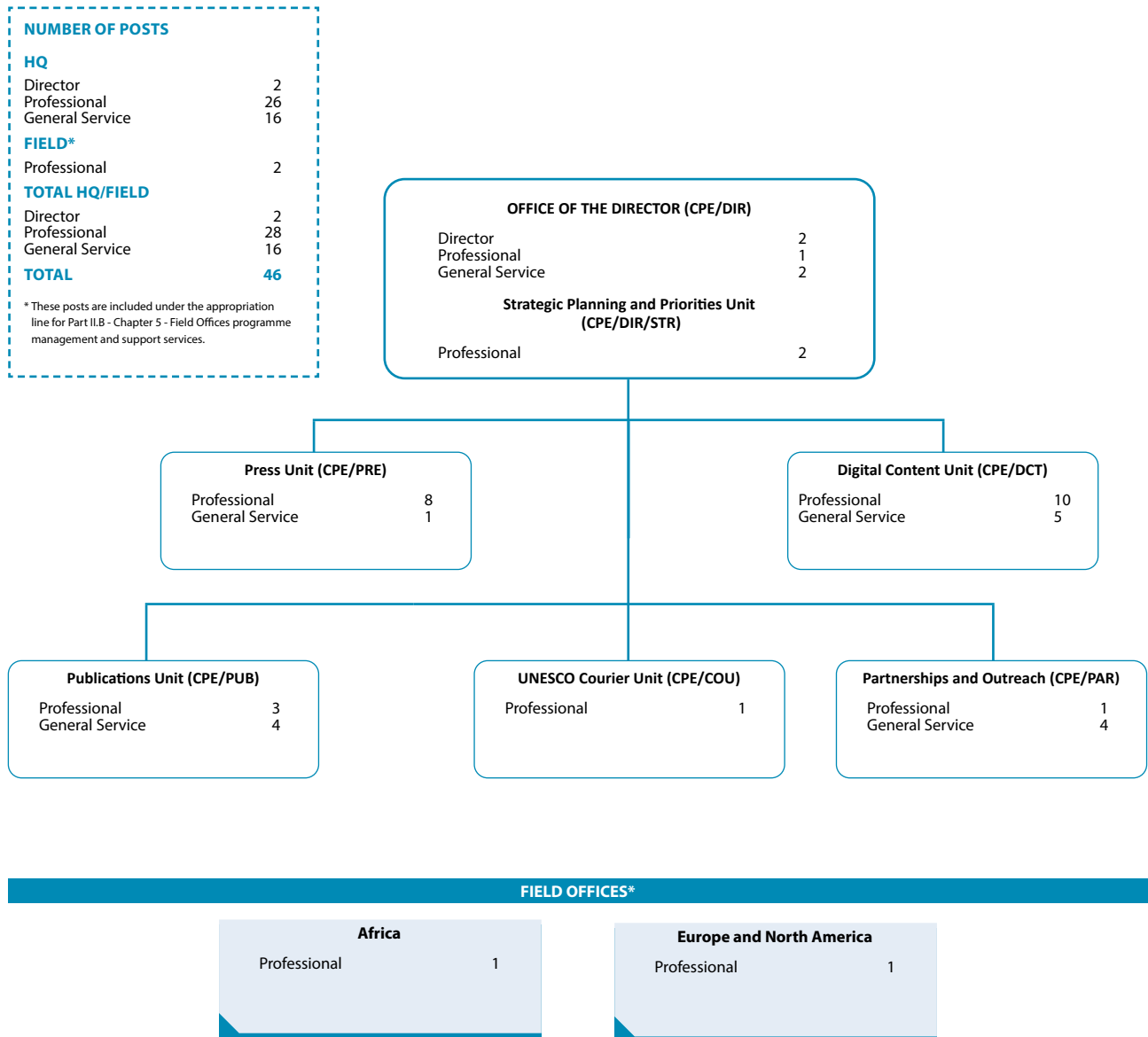
Results Framework**Enabling Outcome 10 – Reinforced partnerships, outreach and advocacy in support of UNESCO's action****Output 10.CPE1 – UNESCO's image enhanced and role recognized as a key solution provider for the 2030 Agenda in the Organization's areas of competence**

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Number of articles in global news media in which UNESCO is mentioned, sourced or UNESCO publication referenced (based on Cision database)	80,000	90,000	100,000 [+ 10,000]
2. Number of stories and articles about UNESCO's role in top influential media	10	10-15	20 [+ 5-10]
3. Web analytics and social media followers– unique visitors, pages views, bounce rate and time spent	10 million page views, 3.5 million visitors	12 million page views, 3.8 million visitors, 15 million followers	20 million page views, 4.5 million visitors, 16 million followers [+ 8 million, page views, + 700,000 visitors, + 1 million followers]
4. Increased number of downloads	Lack of reliable data due to system failure	10 million	20 million [+ 10 million]
5. Outreach and impact of UNESCO communication campaigns	16 million views for top campaign	100 million views for top campaign	150 million views for top campaign [+ 50 million]

Communication and Public Engagement (CPE)

Organizational Chart - Revised Draft 42 C/5

(Established Posts)



Chapter 5 – Field Offices programme management and support services

09501 Coordination and support for UNESCO's field network is ensured by the Sector for Priority Africa and External Relations (PAX), the Sector for Administration (ADM), the Bureau of Strategic Planning (BSP), and UNESCO's Security Services working in cooperation with the United Nations Department of Safety and Security (UNDSS).

Strategic positioning and coordination of UNESCO Offices at the Field level

09502 The Sector for Priority Africa and External Relations (PAX) will ensure the strategic positioning of the field network, coordination functions and provide backstopping and oversight of the Directors and Heads of field offices. It will also coordinate, in line with decisions of the governing bodies, implementation of the overall strategy and reorganization of the field network, in particular, phase II of the roadmap approved in 215 EX/Decision 5.III.A.

09503 Capacities of the regional multisectoral offices and national offices are being enhanced to ensure better alignment with the required structures, through creation of programme posts and redeployment of staff. The regional United Nations coordination functions and liaison functions will be ensured through establishment of related positions in the regional offices concerned. Rebalanced field capacities and increased resources will facilitate implementation of the revised reporting and accountability framework as a result of more effective distribution of responsibilities.

09504 PAX will also further enhance its support to field offices to better respond to the needs of Member States, through strengthened UNESCO's participation in United Nations Sustainable Development Cooperation Frameworks (UNSDCF) and other regional and national mechanisms. This is ensured in coordination with BSP and its support and guidance on the strategic and programmatic positioning of UNESCO in joint UN programming contexts.

09505 Effective engagement and advocacy within the field will serve to strengthen UNESCO's participation in joint programmes aimed at tackling in a more holistic manner the multidisciplinary and cross border challenges of Member States in our fields of competence.

Box FLD: What more will be achieved under the revised Draft 42 C/5 (examples):

- The Strategy for UNESCO's field presence operationalized and closely monitored, including the revised authority and accountability framework.
- Training packages on partnerships and resource mobilization for field offices developed and rolled out.
- Adaptation fund training rolled out.
- Effective resource mobilization planning and monitoring system in place.
- Capacity of liaison offices to undertake partnerships initiatives increased sixfold.

Enabling Outcome 10 – Reinforced partnerships, outreach and advocacy in support of UNESCO’s action

Output 10.FLD1 – Effective engagement and advocacy of field offices

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Field offices’ effective response to needs of Member States and participation in UN coordination initiatives	Engagement of field offices and participation in UNSDCF monitored	Engagement of field offices and participation in UNSDCF monitored	Same target

Enabling Outcome 11 – Accountable, efficient and effective management in pursuit of the Organization’s results.

Output 11.FLD2 – Responsiveness and sustainability of the field network enhanced.

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Coordinated strategic support to Directors/Heads of field offices provided through backstopping, coordination, communication, and monitoring	Effectiveness and efficiency of field offices monitored and adjusted as required	Effectiveness and efficiency of field offices monitored and adjusted as required	Continuous monitoring and follow-up of the operationalization of the overall strategy for UNESCO’s field presence including revised authority and accountability framework
2. Overall strategy for sustainable field network	Overall strategy developed in line with the decision and roadmap decided by governing bodies	Overall strategy implemented in line with 215 EX/Decision 5.III.A	Overall strategy and reorganization of the field network implemented and aligned with principles and criteria as decided by the governing bodies
3. High standards of performance of Directors/Heads of field offices	Performance of all Directors/Heads monitored and evaluated based on well-defined and relevant objectives	Performance of all Directors/Heads monitored and evaluated based on well-defined and relevant objectives	Same target

Administrative and operational support to managing UNESCO’s field network

09506 Effective operational support is the cornerstone of field office management, assisting programme specialists in managing their budgets in accordance with established rules and procedures, and field office directors and heads in maintaining proper control environments, handling personnel issues, ensuring security of staff and premises, and aligning business processes within the UN system.

09507 These responsibilities are no longer commensurate with the current grade levels and are not aligned to those applied in other United Nations agencies. This poses challenges in recruitment and constitutes a continuing risk for the Organization. Outcomes of internal and external field audits have highlighted weaknesses in internal control systems, lack of expertise on procurement related issues and the need to harmonize controls and improve capacities across the field network.

09508 During the new biennium, UNESCO will address these gaps and strengthen its support structures, as part of the overall field strengthening. This will address current weaknesses and issues, aligned with the specificities of each country presence. It will also support a more agile and flexible presence, taking into account the volume and complexity of implementation. UNESCO's field network will thus be able to offer a wide range of qualified skills in each area of expertise in each region to better support programme implementation.

Output 11.FLD3 – Administrative and operational support enhanced by addressing existing and emerging needs

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Train administrative and support staff to strengthen capacities	Address training requirement emerging from CSS or Audit or Improve the coordinated response time daily operations	Address training needs	Same target
2. Field offices supported and provided with coordinated guidance and advice	Improve the coordinated response time to the field to 48 hours	Ensure coordinated response and guidance within 48 hours	Ensure coordinated support to programme implementation by the introduction of the appropriate level of Operation, procurement and HR officers and number of staff
3. Ensure business continuity by providing identifying, mitigating and assessing residual risks related to the operational management of field offices	All offices have Business Continuity Plan encompassing all operations	All offices to have an updated business continuity	Same target

Enhancing resource mobilization and partnership building in the Field

09509 Field offices play a critical role in UNESCO's resource mobilization efforts with around 60% of funding mobilized directly by them. A high percentage of Official Development Assistance is decentralized and negotiated locally. Resources from domestic finance, UN Multi-donor Trust Funds, as well as public and private sectors are also mobilized at national and regional levels.

09510 In this context, the Bureau of Strategic Planning (BSP), has the corporate responsibility for coordinating resource mobilization and partnerships and will provide continued support to decentralized resource mobilization efforts.

09511 Experience has demonstrated that targeted support for programme development, donor outreach and other fundraising activities, including capacity-building of UNESCO staff in this area, have generated a higher return on investment than the establishment of posts for regional resource mobilization officers.

09512 Accordingly, in the revised Draft 42 C/5, support will focus on capacity strengthening of field offices based on an internal needs assessment conducted in 2023, targeted funding and technical support to field offices to respond to opportunities with high potential return on investment and to develop large-scale programmes, as well as provision of improved donor intelligence and assistance to field offices. Support will also be provided to strengthen UNESCO's engagement with major donors, contributing to field-based programmes and to strategically position UNESCO as a partner of choice.

Enabling Outcome 10 - Reinforced partnerships, outreach and advocacy in support of UNESCO's action

Output 10.FLD4 - UNESCO field offices empowered to strengthen resource mobilization at the decentralized level

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Funds mobilized effectively and efficiently for country/regional programmes	1: \$400 million mobilized by field offices based on 41 C/5 2: Return on investment of 1:14 based on 41 C/5	1: \$460 million mobilized based on 42 C/5 2: Return on investment of 1:15 based on 42 C/5	Same targets
2. Enabling environment for partnerships strengthened through strategic guidance, backstopping, coordination and monitoring	1 on-line training pilot on Adaptation Fund and 4 regional workshops on UN and climate funds	Face to face training package for field offices further developed and rolled-out with specific modules on key donors	The Adaptation Fund training rolled out Training packages for field offices further developed and rolled out based on the needs assessment conducted in 2023 An effective resource mobilization planning and monitoring system is in place
3. Liaison Offices actively support resource mobilization from key partners	1 P-1 Resource Mobilization Officer in Brussels and seed funding provided to Liaison Offices for partnerships efforts	1 P-4 Resource Mobilization Officer in Brussels 1 P-3 RM Officer in New York	Capacity of Liaison Offices to undertake partnerships initiatives increased sixfold

Security requirements for staff members in the Field

09513 For UNESCO, as for other United Nations agencies, security is a core function of the Organization's actions in the field. The Field Security network ensures a secure environment for the conduct of UNESCO activities in the field, as well as the security and safety of personnel and their dependents, and the security of UNESCO premises and assets worldwide.

09514 In the new biennium, safety and security measures will continue to be implemented for all field offices, in accordance with the United Nations Security Management System (UNSMS).

09515 These measures will include:

- Implementation of and compliance with United Nations Department of Safety and Security (UNDSS) field security policies, directives and procedures.

- Integration of the Field Network in UNESCO’s Organizational Resilience Management System (ORMS).
- Strengthen Field Security representation, wherever necessary, by updating staffing profiles and contractual arrangements as appropriate and subject to funds availability.
- Provision of administration, management, and monitoring of the Field Security budget.
- Provision of strategic, technical and security expertise and advice on all security matters to field offices.
- Support of field missions including through reinforcement of field security training, thereby strengthening field offices capacities.
- Provision of critical backstopping to field offices in emergency or crisis situations, ensuring coordinated and effective house-wide support.

Enabling Outcome 11 – Accountable, efficient and effective management in pursuit of the Organization’s results

Output 11.FLD5 – UNESCO’s security provisions for staff members, dependents and assets in the field strengthened

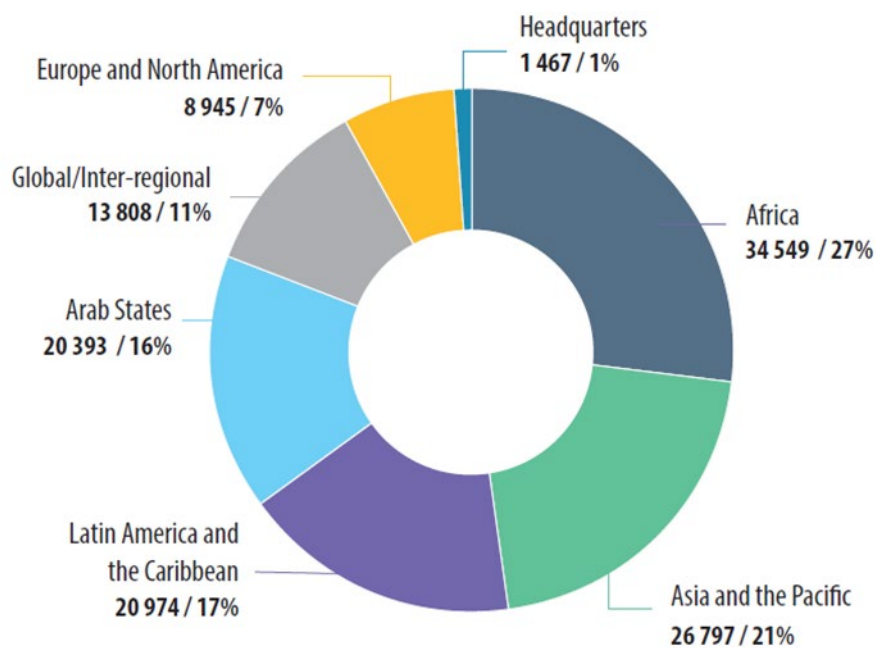
Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Foster an enabling security environment for the efficient and effective delivery of UNESCO’s priorities	Field offices applying all security and safety measures	Field offices applying all security and safety measures	Same target

Field offices programme management and support services – Resource distribution

FLD – Integrated Budget Framework by output and source of funds (in USD '000)

Output	Breakdown by source of funds - 42 C/5 Revised Base Case			TOTAL IBF
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	
Chapter 5 Field Offices programme management and support services				
10.FLD1	17 998	178	1 397	19 573
10.FLD4	4 400	-	-	4 400
11.FLD2	15 782	-	-	15 782
11.FLD3	68 162	4 121	3 436	75 720
11.FLD5	11 183	33	210	11 427
Total, Chapter 5	117 526	4 332	5 043	126 902

FLD – Decentralization of resources by Region (in USD '000)



II.C - Participation Programme and Fellowships

- 10001** Under the new biennium, UNESCO will enhance its Participation Programme (PP) and Fellowships. The reinforced budget will facilitate strengthened partnership between UNESCO and its Member States, with more funds being made available under the Participation Programme for distribution to projects. In conformity with principles adopted by the General Conference for the distribution of the PP budget, 85% of the increased funds will be allocated to national projects; 3% for regional projects and 7% for emergency assistance requests, all submitted and implemented by National Commissions. 5% will be allocated to NGOs in official partnership with UNESCO, with support from National Commissions.
- 10002** The reinforced Partnership Programme will also enable the Secretariat to organize regular training sessions, notably for National Commissions, to raise awareness about the Programme and its rules and to dissemination of good practices, while reinforcing public communication and visibility.

Box PPF: What more will be achieved under the revised Draft 42 C/5 (examples):

- 30 percentage point increase (from 50% to 80%) in participation of field offices in PP evaluation process.
- 2 additional training sessions per biennium organized with PP beneficiaries, especially National Commissions to improve quality of financial reports.
- Increased communication and promotion of the Fellowships Programmes among National Commissions and their partners.

PPF – Integrated Budget Framework by output and source of funds (in USD '000)

Output	Breakdown by source of funds - Revised Draft 42 C/5			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTALIBF
Part II.C Participation Programme and Fellowships				
10.PPF1	13 490	-	-	13 490
10.PPF2	1 359	-	-	1 359
Total, Part II.C Participation Programme and Fellowships	14 849	-	-	14 849

Results Framework

Enabling Outcome 10 – Reinforced partnerships, outreach and advocacy in support of UNESCO's action

Output 10.PPF1 – Participation Programme management significantly improved allowing greater transparency, timely coordination among sectors and responsiveness, and an increase in the number of projects approved for gender equality and countries in need, particularly in Africa, developing countries, least developed countries (LDCs), and small island developing States (SIDS)

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Improved coordination with PP focal points in	- Coordination to ensure effective post-	T1: Coordination to ensure effective post-	T1: Same target T2: Increased participation

programme sectors and field offices	<p>evaluation of evaluation reports enhanced</p> <ul style="list-style-type: none"> - Increased participation (by 50%) of field offices in PP evaluation process 	<p>evaluation of evaluation reports enhanced</p> <p>T2: Increased participation (by 50%) of field offices in PP evaluation process</p>	<p>(by 80%) of field offices in PP evaluation process [+30 percentage points]</p>
2. Training sessions on the Participation Programme rules and regulations	<ul style="list-style-type: none"> - 4 training sessions per biennium organized with PP beneficiaries to improve financial reports quality - bi-monthly /quarterly /semi-annual coordination meetings with BFM on financial reporting 	<p>T1: 4 training sessions per biennium organized with PP beneficiaries to improve financial reports quality</p> <p>T2: bi-monthly/quarterly/semi-annual coordination meetings with BFM on financial reporting</p>	<p>T1: 6 training sessions per biennium organized with PP beneficiaries, especially National Commissions, to improve financial reports quality [+2]</p> <p>T2: Same target</p>

Output 10.PPF2 – Fellowships Programme management enhanced to align thematic areas with the Organization’s strategic objectives

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Objective criteria established in cooperation with donor countries for selection of most qualified candidates	<ul style="list-style-type: none"> - 100% of candidate selections made in line with established criteria - Guaranteed gender equality (at least 50% of female fellows awarded) 	<p>T1: 100% of candidate selections made in line with established criteria</p> <p>T2: Guaranteed gender equality (at least 50% of female fellows awarded)</p>	Same target
2. Number of fellowships awarded, with emphasis on countries in Africa, developing countries, LDCs, and SIDS	<ul style="list-style-type: none"> - 165 fellowships awarded annually subject to the sanitary situation - Enhanced cooperation with donor countries and host institutions 	<p>T1: 165 fellowships awarded annually subject to the sanitary situation</p> <p>T2: Enhanced cooperation with donor countries and host institutions</p>	<p>T1: Same target</p> <p>T2: Same target</p> <p>T3: Increased communication and promotion of the Fellowship Programmes among National Commissions and their partners with the aim of improving the candidates pool quality [New]</p>

Note: Participation Programme and Fellowships organizational chart is included under Chapter 1 – Sector for Priority Africa and External Relations.

Part III - Corporate Services

III.A Sector for Administration and Management

- 11001** During the 2024-2025 biennium, the Sector for Administration and Management (ADM) will considerably strengthen the services provided to support programme implementation, in headquarters and especially for the field network. Where possible, improvements in both efficiency, quality, and timely delivery of services will be made by adopting a risk-based approach. Moreover, the Sector will increasingly address gaps in both activities or staffing that will enable the Organization to be better positioned towards current and future challenges, and to comply better and faster with audit recommendations, notably in relation to data management, disability inclusion and accessibility, multilingualism, environmental and social governance, risk management and organizational resilience.
- 11002** Better integration of financial results and expenditure management will result in improved financial reporting for decision-making. This work, started in 2022-2023, will be enhanced through further business system investment, thus providing improved clarity around accountability for results.
- 11003** The Sector will be more proactive towards improved human resources planning, in collaboration with programme sectors. The good practices adopted during the COVID-19 crisis, such as effective remote working and remote conferencing, will be further embedded, as appropriate, into UNESCO working practices where they can bring lasting improvements to our work and without prejudice to staff well-being.
- 11004** As part of the updated Human Resources Strategy, career development, performance management, and improved geographical representation for Secretariat staff – towards the 85% target – will be critical priorities to improve UNESCO's overall performance, and maintain and develop a well-motivated workforce. To this end, training budgets, both corporate wide and sector specific will be re-established and reinforced.
- 11005** In line with the Digital Transformation Strategy, and through the implementation of the UNESCORE project, IT systems will be further rationalized, consolidated and standardized, with a view to improve our IT security posture, and reduce the risk of future cybersecurity threats.
- 11006** UNESCO will considerably reinforce its action for strengthening environmental sustainability through the development of a dedicated environmental and social governance framework, ensuring that UNESCO will “walk the talk” for sustainable working practices within the UN system and beyond.
- 11007** The Sector will put a new particular focus on increasing its support for field operations, mainly by enhancing the support provided in the field of procurement, policy advice, risk assessments, IT support and training initiatives. Several enhancements are in design to support field office decentralization and empowerment. Field-based Human Resource professionals will provide increased capacity and expertise to effectively manage human resources in the field. Additional procurement capacity will help to manage the expected increase in contracting. Both reinforcements of human resource management and procurement capacities to support field operations respond to long-standing audit recommendations.
- 11008** The Sector will set the structural basis for a viable financial solution with regard to UNESCO Headquarters building sites through the allocation of the necessary investment for capital expenditure, as part of the strategy for ensuring adequate investment for the physical infrastructure which suffered from lack of renovation, and as a consequence, request high maintenance and utility costs. Recurrent financial resources related to maintenance and facilities have been strengthened in order to absorb cost increases due to inflation.

Box ADM: What more will be achieved under the revised Draft 42 C/5 (examples):

- New opportunities for staff training provided, in particular in the field, in areas such as risk management, internal controls, including related to fraud prevention, procurement and contracting, security and safety.
- Full compliance ensured with the United Nations Disability Inclusion Strategy Indicators.
- An Action Plan on Multilingualism developed and implemented.
- Data consistency across core systems ensured.
- Advanced data analysis based on AI tools piloted.
- An Environmental and Social Governance Framework for the Organization developed, together with the Bureau of Strategic Planning.
- Overall management of the Works of Art collection improved.

Chapter 1 – Office of the Assistant Director-General of the Administration and Management Sector

- 11101** The Office of the Assistant-Director General for Administration and Management ensures a wide range of cross-sectoral tasks and responsibilities, with the key objective to improve the support towards programme implementation in line with Enabling Outcome 2: Accountable, efficient and effective management of support services in pursuit of results.
- 11102** Coordination between other central services of the Organization and between the services of the Sector itself is a priority, avoiding duplication, creating synergies, increasing accountability and transparency.
- 11103** Guiding principles for the work of the Sector will focus on effective service orientation, agility, environmental sustainability, accessibility and risk-based decision making – whilst including thorough follow up on recommendations coming from auditors.
- 11104** The coordination function of the Office of the Assistant Director-General for Administration and Management will continue to proactively facilitate communication and decision-making to strengthen programme support.
- 11105** The implementation strategy of the Office of the Assistant Director-General for Administration and Management is based on the Medium-Term Strategy (41 C/4) and, as such, is supporting the different components of the Sector so that they can reach their specific objectives.
- 11106** Specific attention, at the level of the Office, will be to enhance the programme delivery support, creating a comprehensive and effective administrative support for central services and field offices.
- 11107** Environmental sustainability and accessibility of operations will be embedded in all relevant policies of the components of the Sector. Initial steps towards the elaboration of a social sustainability policy will be made. An Environmental and Social Governance Framework will be developed, in close collaboration with the Bureau for Strategic Planning.
- 11108** Risk management, organizational resilience and business continuity will be further developed and integrated in decision-making processes.
- 11109** Concrete actions will be taken to develop and implement policies, practices and guidelines to improve the Organization's disability inclusion and accessibility. More specifically, the Sector for Administration and Management will put into practice the recommendations and requirements of the United Nations Disability Inclusion Strategy (UNDIS).

- 11110** The Office will also assist in the elaboration and implementation of medium- and long-term solutions for structural corporate needs. Internal capacities will be strengthened to ensure the short-, medium- and long-term management, conservation and restoration of the invaluable collection of Works of Art.
- 11111** Regular communication with Members States will be maintained, notably for complex topics such as Human Resources and Financial Policy development, and for the ongoing renovation of the Miollis site.

Enabling Outcome 11 – Accountable, efficient and effective management in pursuit of the Organization’s results

Output 11.ADM1 UNESCO’s operational models and practices improved to ensure environmental and social sustainability, accessibility of operations and business continuity, mature risk management processes and organizational resilience

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Carbon footprint of UNESCO	5.7 tonnes of CO2 equivalent emitted per staff member per year or a total of 21,899 tonnes	15% reduction	Same target
2.1 Improved compliance with the UNDIS -United Nations Disability Inclusion Strategy Indicators [New]	Approaches requirements on 8 of 15 indicators, 2 indicators missing		Obtain at least rating “Meets” for all Indicators
2.2 Percentage of the total number of meetings and events organized which apply standards with regard to accessibility	50%	75 %	95% [+20 percentage points]
3. Percentage of updated and reviewed risk registers covering all UNESCO organizational units (programme sectors, field offices, Category 1 institutes and corporate services)	20% of risk registers updated and reviewed annually	100% of risk registers updated and reviewed annually	T1: Same target T2: Specific training on Risk Management will be integrated in corporate training sessions for field offices, 2 field office session/year planned [New]
4. A comprehensive and holistic policy developed for a corporate approach to the management of the works of art collection	A basic policy developed for a corporate approach to the management of the works of art collection	A comprehensive and holistic policy developed for a corporate approach to the management of the works of art collection	Same target
5. Development of an Environmental and Social Governance (ESG) Framework [New]			Environmental and Social Governance (ESG) Framework developed

Chapter 2 – Human Resources Management

- 11201** In support of UNESCO’s strategic, operational and programmatic goals, the Bureau of Human Resources Management (HRM) will pursue the implementation of the 2023-2027 Human Resources Strategy, subject to its endorsement by the General Conference at its 42nd session.
- 11202** Dedicated actions during this second biennium (2024-2025) will focus primarily on attracting and retaining talent and expertise to support the UNESCO mandate, including through learning (and the re-instatement of a corporate training budget), career development and mobility opportunities to allow UNESCO personnel to reach their full potential, encouraging creativity and acknowledging high performance. Targeted actions will be put in place to support leaders and management in driving the required changes in UNESCO’s organizational culture by promoting *inter alia* a values-based culture focused on diversity (in all its forms), inclusivity, equity, staff well-being and engagement, including the upscaling of more flexible and agile ways of working.
- 11203** Building on progress achieved, continuing efforts will be made to fully implement the measures outlined in 41 C/Resolution 64, which is aimed at achieving geographical distribution, in particular, the drive to increase the recruitment of qualified candidates from non- and under-represented countries.
- 11204** To support the Field Network Reform, HRM will: (a) align its structures to business needs; (b) review and identify areas to decentralize HR expertise and processes; (c) establish flexible HR and staff deployment mechanisms to enable timely response to emergency and post-crisis situations; and d) increase career development opportunities for all members of the UNESCO workforce. Several enhancements are designed to support decentralization and field office empowerment, by bringing on board 3 field-based Human Resource professionals to add capacity to effectively manage human resources in the field. Moreover, additional procurement capacity will help to manage the expected increase in contracting.
- 11205** In parallel, human resources policies and processes will continue to be streamlined and aligned to the extent possible with other UN common system organizations. Improvements in service delivery will be made, leveraging technology where possible.

Results Framework

Enabling Outcome 11 – Accountable, efficient and effective management in pursuit of the Organization’s results

Output 11.HRM1 - Staffing, learning and development, and staff well-being policies developed and implemented in support of a more diverse, inclusive, efficient and agile working environment, as described in the Human Resources Management Strategy for 2023-2027

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Geographical distribution of staff	79%	85%	Same Target
2. Percentage of women at senior management level (P-5 and above)	39%	50%	Same target
3. Percentage of International Professional staff reassigned from one duty station to another, per biennium	12%	15%	17% [+2 percentage points]

4. Training initiatives for Staff re-instated [New]			1,500 hours of individual staff training provided
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Chapter 3 - Financial management

- 11301** In continuity with the objectives set out in the 41 C/5, the Bureau of Financial Management (BFM) will continue the modernization of the Organization’s financial management tools, as well as strengthening the financial controls, improve the publication timelines of financial reports, and continue to ensure prudent management of the Organization’s finances. BFM will lead the financial planning, monitoring, and reporting processes of the Organization, in close cooperation with all Secretariat units, and in direct collaboration with BSP and HRM.
- 11302** The Bureau will reinforce its “*second line of defense*” role, strengthening its policy development and monitoring capacities. In the context of a challenging economic environment, BFM will continue to closely monitor the implementation of the Organization’s budget, notably the evolution of cost increases and the impact of exchange rate fluctuations between the Euro and the US dollar. The Bureau will also support the reorganization of the field offices network, focusing on the appropriate decentralization of controls to the field where this is feasible. The full implementation of the revised Financial Regulations and Rules, subject to their approval by the Executive Board and the General Conference respectively, will require the review and update of the Administrative Manual. New IPSAS¹³ accounting and financial presentation standards are also expected to be introduced in the coming years, some of which may require significant review and/or implementation effort in the course of the next biennium.
- 11303** BFM will continue to be responsible for administering the budget made available for the costs of the External Auditor. This budget was previously (i) fully funded under the Regular Budget, and (ii) included under the Governing Bodies Secretariat appropriation line. Under the revised Draft 42 C/5 budget, it is proposed to transfer this budget to the BFM appropriation line in order to: (i) provide transparency regarding administrative accountability for managing these funds; (ii) appropriately reflect these costs as financial oversight related expenses; and (iii) ensure that funding for the External Auditor’s costs is duly shared between Regular Budget and Voluntary Contribution financed activities, via the Management Costs Special Account.

Results Framework

Enabling Outcome 11 - Accountable, efficient and effective management in pursuit of the Organization's results

Output 11.BFM1 - Prudent financial management, while maintaining the internal controls and ensuring compliance, supported by appropriate and timely management and financial reporting

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Online availability of standard financial reports	Within 4 weeks after month-end closing date	Quarterly reports available online within 3 weeks of month-end.	Same target

¹³ IPSAS: International Public Sector Accounting Standards.

2. Clean opinion from External Auditor on the UNESCO consolidated financial statements	Clean opinion from External Auditor on the UNESCO consolidated financial statements	Clean opinion from External Auditor on the UNESCO consolidated financial statements and internal, JIU, and external audit recommendations on financial management	Same target
3. Second line of defense function strengthened	One human resource dedicated 60% of the time to this task	One 100% resource dedicated to this task	1.5 full-time equivalent dedicated to this task
4. Regular assurance reporting in place	7 annual reports prepared manually	Up to 11 critical assurance reports defined, monitored and reported internally	Same target
5. Internal controls, including information sessions related to fraud preventions delivered to Administrative Officers (AOs) and Managers	Six fraud awareness webinars conducted annually	Continuous training available for certifying officers on fraud awareness/prevention. Six webinars organized per year plus a field office session	T1: Same target T2: Content will be integrated in corporate training sessions for field offices, 2 field office sessions/year planned

Chapter 4 – Digital Business Solutions

- 11401** During the 2024-2025 biennium, the implementation of the Organization's digital transformation, guided by the One-UNESCO Digital Strategy, will be expanded to include a sharper focus on integrating data and consolidating platforms for greater business value. Digital Business Solutions' (DBS) main contributions to implementing this strategy include: (a) the delivery of the UNESCO programme aimed at modernizing the Organization's core systems and business processes, and (b) further upgrading of cyber security and the global IT network for improved operational resilience on critical digital risks and the progressive field network reform.
- 11402** The UNESCO programme delivery will focus on modernizing the Organization's financial systems to enhance financial controls, improve accountability and transparency and deliver advanced analytical tools to Member States. These capabilities will be part of the Core Ledger deliverable, building on the recently launched Core Data Portal and Core (C/5) Planner, as well as the forthcoming Core Manager for enhanced tracking of programme implementation.
- 11403** Additional resources would be required to be raised to complete UNESCO 3.0.
- 11404** Data is fundamental to all UNESCO's work, and UNESCO must manage ever increasing data amount and complexity, whilst at the same time ensuring data privacy, as applicable, and correct use. Data management and data analytics will be further developed through closer coordination with programme sectors on several key digital projects, such as the World Atlas of Languages (WAL), Dive into Heritage (DIH), Man and the Biosphere (MAB), the Social and Human Sciences Sector Inclusive Policy Lab, ASPnet, and Culture Conventions. The key objective is to increase both efficiency and value of the data, information and knowledge being provided through a coherent One-UNESCO data hub, interconnecting sectoral datasets and knowledge bases.
- 11405** DBS will focus on the Organization's use of emerging technologies, such as generative Artificial Intelligence (AI), in coordination with programme sectors. The use of generative artificial intelligence tools is becoming increasingly widespread across the world.

Notwithstanding the immediate advantages and potential opportunities, such technology also introduces risks and challenges related to potential misuse and other ethical concerns. Policies, guidelines, practices¹⁴ will be developed to ensure appropriate use of AI tools and technologies. Moreover, this will enable the Secretariat to provide better quality reporting based on advanced data driven analytical capabilities.

- 11406** More resources and attention will be dedicated to support staff on the digital transformation, in particular the ongoing process and technological changes to current working methods and information systems.

Results Framework

Enabling Outcome 11 – Accountable, efficient and effective management in pursuit of the Organization's results

Output 11.DBS1 – More integrated and properly codified project and knowledge management in support of programme delivery

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Flexible digital platform integrating core business systems to service Secretariat, Member States and Key Partners/Donors progressively developed	Integrated UNESCO platform – phases 1 and 2 - in place (and progressively enhanced)	UNESCO Phase 3 in place (and progressively enhanced)	Same target
2. Policies, guidelines, practices, and tools on the appropriate use of Generative Artificial Intelligence developed [New]			T1: Policies, guidelines and tools available T.2: AI Tools implemented for advanced data access and analysis
3. Data (and meta-data) in core organizational systems further harmonized and integrated	T1: Cross-system metadata harmonization completed and effectively maintained in common data stores T2: Data consistency across core systems ensured T3: Enhanced reporting and data visualizations (dashboards) enabled	T1: Cross-system metadata harmonization further enhanced in common data stores T2: Data consistency across core systems expanded T3: Enhanced reporting and data visualizations (dashboards) enabled for broader audiences	T1: Same target T2: Same target T3: Same target
4. Preservation and access to institutional memory ensured	Consolidated knowledge hub of digitized institutional memory available	Consolidated knowledge hub of digitized institutional memory	Same target

¹⁴ Proposed applications include administrative assistance, advanced language technology, automated web reply systems.

Output 11.DBS2 – Provision of a resilient IT infrastructure, and best-in-class service management to enable effective programme delivery

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Availability of IT systems and network assured (per contracted levels for cloud)	Sustain 95% + uptime (unscheduled downtime less than 5%)	Sustain 98% + uptime (unscheduled downtime less than 2%)	Same target
2. End-user services (e.g. service desk, workstation/mobile, meeting/event management) delivered effectively and efficiently	Further enhance service levels and user satisfaction based on established metrics such as cost per service desk call/ticket and percentage of “satisfied” users	Further enhance service levels and user satisfaction based on more advanced metrics	Same target

Output 11.DBS3 – Provision of cyber security and digital risk management

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Cyber security threats detected and removed	Attacks detected and any compromised assets/accounts reset the same working day	Attacks detected and any compromised assets/accounts reset on a 24/7 basis by a global Security Operation Centre	Same target
2. User awareness and cyber-hygiene improved	All staff able to “pass” a concise cyber questionnaire	All staff periodically tested; targeted trainings delivered	Specific and personalized training for specific threats delivered and adjusted to changing needs
3. Sensitive information and document management enhanced	Access to sensitive folders and documents reviewable by the responsible manager	Sensitive folders, data and documents are systematically classified and appropriately protected	T1: Same target T2: Content will be integrated in corporate training sessions for field offices [New]

Chapter 5 - Organization of conferences, languages and documents

11501 The Division of Conferences, Languages and Documents (CLD) will reinforce the provision of core services and house-wide guidance in relation to the management of meetings, documents, interpretation and translation, while leveraging the use of new technologies and formats, and ensuring quality control, particularly regarding the quality of decentralized, outsourced translations and documents. The Division will implement new working methods (including embedding new modes of online conferencing) ensuring maximum efficiency and quality control. It will develop a new corporate approach, in line with the needed support for the UNESCO field network, taking on board or consolidating United Nations key system-wide solutions. The Division will make efforts to ensure the financial viability of revenue-generating accounts under CLD’s purview, and proposes, in line with needs identified to

maintain and improve services for conferencing and events, improvements to IT network and cabling infrastructure on the Fontenoy site.

- 11502** The Division will raise awareness through cooperation with house-wide partners (procurement, programme sectors, etc.) to improve planning and budgeting for events, the translation and production of documents and publications, and contribute to strengthening the planning culture across the Organization.
- 11503** It will explore and implement ways to enhance accessibility to the conference sites and digital content and will further develop a green meetings culture within the Organization, to reduce the overall environmental impact of conferences and meetings.
- 11504** The Division will implement the Strategic Policy Framework for Multilingualism and the related Action Plan with its implications on coordination, conferencing, communication, multilingual workforce and awareness.

Enabling Outcome 11 – Accountable, efficient and effective management in pursuit of the Organization’s results

Output 11.CLD1 – Business-focused support enhanced to ensure efficient programme delivery

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Guidance on translation, interpretation and document and event planning and quality control issued	New guidance developed	Full compliance with quality standards	Same target
2. Updated administrative procedures for organization of meetings	Fragmented procedures in force	Related procedures and framework implemented	T1: Related procedures and framework implemented T2: Administrative Procedures and Host Country Agreements integrate accessibility and disability requirements [New]
3. Action Plan of the Strategic Policy Framework for Multilingualism implemented [New]			Action Plan implemented and reported to the Member States annually

Chapter 6 – Operational support

- 11601** During the next biennium, the Division of Operations will considerably improve efficiency in procurement, facilities management, asset and travel management; promote simplification of business processes and provide policy guidance and operational support to both Headquarters and field offices of UNESCO.
- 11602** Lack of adequate resources for long-term maintenance, renovation and conservation of Headquarters buildings, coupled with limited human resources capacity, inflation and price increases for energy and raw materials have been in the past the main challenges faced by the Division, with important negative consequences for the Organization’s physical assets.

11603 Under the revised Draft 42 C/5, due to the strategic investment for capital expenditure, UNESCO will be able to proactively address these and other emerging challenges. The Headquarters Common Cost (Maintenance and Utility) will be further strengthened, the overall coordination and operational capacities in procurement and contracting will be strategically reinforced to ensure a successful and timely implementation of UNESCO's projects, in particular in the area of reconstruction and rehabilitation of the Headquarters site.

Results Framework

Enabling Outcome 11 – Accountable, efficient and effective management in pursuit of the Organization's results

Output 11.OPS1 – Procurement and contracting function enhanced at HQ and in support of the field network, and programme implementation facilities' effective management and sustainable financing ensured

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Establish a mechanism for proactive management of procurement and contracting (IPA), including monitoring, specialized advice and capacity building to Administrative Officers (AOs) and programme specialists	Proactive mechanism for management of procurement and contracting defined	Mechanism fully operational T1: 75% of the new high-value and high-risk projects with simplified procurement plans T2: Maintain a record and provide constructive feedback to submitting units on the quality of their submissions to the Contract Committee	Content will be integrated in corporate training sessions for field offices, 2 field office Sessions/Year planned
2. To strengthen oversight and operational support at HQ and of the field network by establishing specialized procurement posts based on emerging needs	2 Procurement officers at identified regional offices	3 Procurement officers at identified regional offices and capacities at HQ enhanced with 2 additional procurement posts	4 Procurement officers in priority regional offices and capacities at HQ enhanced with 3 additional procurement posts [+1, +1]
3. Long-term investment mechanism and dedicated budget for capital expenditures established	Overview of capital expenditure needs related to buildings planned for the next ten year (Capital Master Plan) presented to the HQ Committee and will be regularly updated	4 major projects identified with high priority in the Capital Master Plan approved by HQ Committee and submitted to the EXB for approval of full project budgets against the CSI or a portion of it as seed funding	Same target
4. Effective maintenance and renovation works for HQ premises	Miollis Renovation Project phase I expected to complete by end March 2023	Miollis Renovation project fully completed by December 2024	Same target

Chapter 7 – Management of safety and security

- 11701** The Security and Safety Section’s main objective is to enable programme delivery by ensuring a safe and secure environment, both at Headquarters and in the field.
- 11702** Basic security operations at Headquarters remain an important aspect of daily work, considering also that the UNESCO premises continue to pose challenges with regards to fire protection, evacuation capacity and access control.
- 11703** The Security and Safety Section is dedicated to securing the personnel, delegates, visitors and assets of the Organization against evolving threats, whether they stem from malicious intent or accidental risk.
- 11704** Concurrently, UNESCO’s fields of action are growing, including into high-risk areas, and the Security and Safety Section is called upon to provide constant support to enable implementation of the Organization’s mandate within the framework of the United Nations Security Management System. To help prevent harmful situations and reduce adverse effects on staff, property and missions, the Section will continue standing by the field offices, category 1 institutes and programme sectors to build confidence, efficiency and resilience capacity.
- 11705** The Security & Safety workforce will continue to demonstrate reactivity and effectiveness in its missions, while strengthening its capacity within the appropriate regulatory framework and with adequate and well-maintained technical systems. Within the revised Draft 42 C/5, the Security and Safety Section will increase the volume and frequency of quantity training initiatives.
- 11706** The Security Section priorities for 2024-2025 are to: keep strengthening organizational resilience, by emphasizing the risk-based approach of physical security and safety driven by the United Nations Security Management System policies; raise security awareness, preparedness and compliance of managers and staff at Headquarters and in the Field; and enhance security and safety of technical systems and facilities to reach a reasonable balance between risk-based Security needs, the state-of-the-art technology available and the required funding.
- 11707** The overall strategy of the Security Section is an important and integral part of the Organizational Resilience Management System Policy (ORMS). The implementation of the Strategy will encompass: partial outsourcing for some outlying security missions (Visitors Security Check); enhancing capacities of Security workforce both in Headquarters and in the field with upgraded skills (internal regulation compliance and training); and investment in passive and active safety-security measures conducive to enhanced premises protection.

Enabling Outcome 11 – Accountable, efficient and effective management in pursuit of the Organization's results

Output 11.SSM1 – Security and safety of the work environment enhanced.

Results Framework – Draft 42 C/5 Base Case			Revised Draft 42 C/5
Performance Indicator	Baseline 2023	Target 2025	Revised Target 2025
1. Increase in the annual number of hours for training of the Security Staff	920 hours	Stabilization	1150 hours [+230 hours]
2. Increase in the annual number of hours of Security training for UNESCO Personnel	2.5 hours per year per staff	Stabilization	3 hours per year per staff [+0.5 hours]

Part III.A – Integrated Budget Framework by output and source of funds (in USD '000)

Output	Breakdown by source of funds - Revised Draft 42 C/5			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTALIBF
Chapter 1. Office of the Assistant Director-General of the Administration and Management Sector				
11.ADM1	4 901	4 750	-	9 650
Total, Chapter 1	4 901	4 750	-	9 650
Chapter 2. Human resources management				
11.HRM1	22 684	11 002	1 551	35 237
Total, Chapter 2	22 684	11 002	1 551	35 237
Chapter 3. Financial management				
11.BFM1	7 404	6 307	459	14 170
Total, Chapter 3	7 404	6 307	459	14 170
Chapter 4. Digital business solutions				
11.DBS1	6 447	5 492	555	12 494
11.DBS2	4 804	4 092	-	8 897
11.DBS3	1 255	1 069	-	2 324
Total, Chapter 4	12 506	10 654	555	23 715
Chapter 5. Organization of conferences, languages and documents				
11.CLD1	15 359	22 837	-	38 197
Total, Chapter 5	15 359	22 837	-	38 197
Chapter 6. Operational support				
11.OPS1	14 210	13 805	-	28 015
Total, Chapter 6	14 210	13 805	-	28 015
Chapter 7. Management of safety and security				
11.SSM1	9 413	4 070	-	13 483
Total, Chapter 7	9 413	4 070	-	13 483
Total, Part III.A	86 479	73 424	2 564	162 468

Sector for Administration and Management (ADM)

Organizational Chart - Revised Draft 42 C/5

(Established Posts)

NUMBER OF POSTS

HQ

Assistant Director-General	1
Director	5
Professional	154.5
General Service	267.5

FIELD*

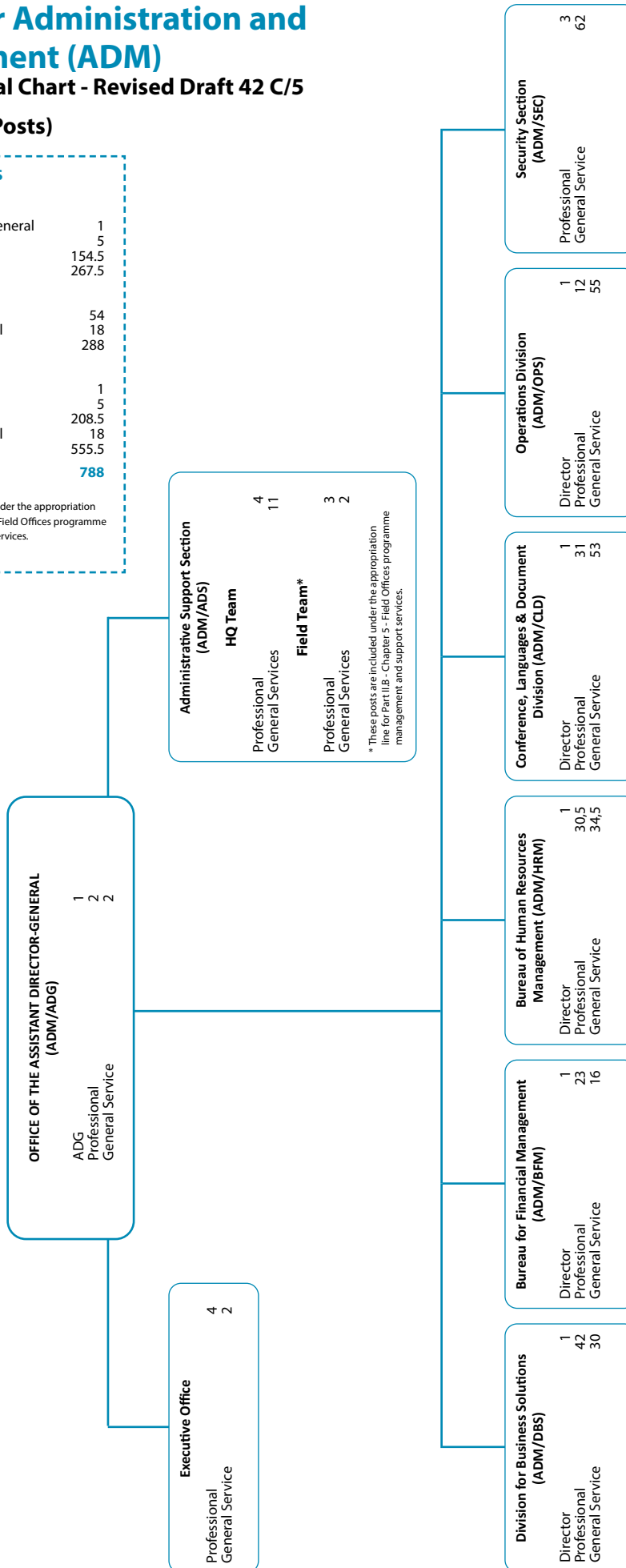
Professional	54
National Professional	18
General Service	288

TOTAL HQ/FIELD

ADG	1
Director	5
Professional	208.5
National Professional	18
General Service	555.5

TOTAL **788**

*These posts are included under the appropriation line for Part II.B - Chapter 5 - Field Offices programme management and support services.



FIELD OFFICES*

Region	Professional	National Professional	General Service
Africa	20	4	96
Arab States	10	3	44
Asia and the Pacific	13	5	77
Latin America	10	6	64
Europe and North America	1	7	7

III.B - Headquarters Common costs

- 12001** Headquarters common costs include the costs of office and building maintenance, utilities and IT operating costs. Similar to the 41 C/5, and in order to enhance clarity and transparency in terms of accountability, these costs are allocated as Headquarters common costs under a single budget line, and are managed as corporate services for the benefit of all Headquarters Programme sectors and services.
- 12002** The table below presents the allocation between both “Maintenance and Utility” and “HQ IT Operating Costs”. It is noted that the common costs under the revised Draft 42 C/5 are slightly higher (7.7%) than the 41 C/5 (restated). This is due to the need to maintain the installed IT licenses for cybersecurity.
- 12003** An additional amount of \$500,000 was allotted from the budget of the Sector for Administration and Management to “Maintenance and Utility”. This compensates cost increases due to inflation.

Output	Breakdown by source of funds - Revised Draft 42 C/5 (in USD '000)			
	Regular Programme	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
B. Headquarters Common Costs				
11.HCC1 - Global Maintenance and Utilities	6 696	-	-	6 696
11.HCC2 - General IT Licenses	3 589	-	-	3 589
Headquarters Common Costs	10 285	-	-	10 285

Loan Repayment for Miollis Renovation

13001 For the revised Draft 42 C/5, a provision of \$5,725,500 is budgeted, reflecting the amount needed during the 2024-2025 biennium for the repayments under the loan for the Miollis building renovation. It is recalled that the Host Government has generously provided a guarantee of repayment on these capital amount of the loans and are contributing the interest payments as voluntary contributions. The total amount of the interest payments for the 2024-2025 biennium is estimated at \$339,047.

Output	Breakdown by source of funds - Revised Draft 42 C/5 (in USD '000)			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
Loan Repayment for the Miollis Building	5 726	-	-	5 726
Loan Repayment for the Miollis Building	5 726	-	-	5 726

Assessment for the Financing Capital Expenditure

14001 Extract from the 214 EX/17.INF.2, UNESCO - Capital Master Plan 2022-2031:

“3. The External Auditor of UNESCO, in its recommendations pursuant to the audit of the Financial Statements for the year ended 31 December 2019, stated that “UNESCO should develop and implement a long-term financial planning strategy that will ensure stable, predictable, and sufficient funding is secured for all its obligations, including capital investments and ASHI. We also recommend that UNESCO reviews its CMP II to address new potential requirements post-COVID-19”.

4. In light of the External Auditor’s recommendation, and in line with 40 C/Resolution 79 inviting the Director-General to identify financial solutions for the creation of a capital investment fund for the Headquarters buildings in order to preserve building assets and perpetuate renovation investments, the Director-General proposed to the Executive Board at its 210th session the establishment of a Special Account for Capital and Strategic Investments (CSI) for funding long-term investments for (a) the major maintenance, renewal, and establishment of all UNESCO’s capital assets, including buildings, IT infrastructure; and (b) significant one-off strategic initiatives or projects, which may extend beyond or cross biennia.

5. By its 211 EX/Decision 23, the Executive Board approved creation and the subsequent policy on the funding and utilization of the Special Account for Capital and Strategic Investments (CSI).”

14002 The creation of the CSI and the related policy on the funding and utilization of the same was the culmination of several consultations and consideration of various documents by the Executive Board, including 210 EX/32, 211 EX/23, and 212 EX/30. The first proposal for project funding from the CSI, for \$5 million for the UNESCO project, was approved by the Executive Board in 2022 on the basis of this policy, within the context of the Capital Master Plan (CMP) presented for 2022-2031 under 214 EX/17.INF.2.

14003 An update of the premises part of the CMP was provided to the Headquarters Committee in November 2022, which indicated that the total cost of premises projects across both Miollis/Bonvin and Fontenoy locations totalled \$236 million over ten years. Further IT investment needs of \$29 million bring the total CMP over the ten-year timeframe to \$265 million.

USD'000	2022-2023	2024-2025	2026-2027	2028-2029	2030-2031	Total for period
Sub-total Premises Related Projects	44 708	155 102	26 079	3 596	6 164	235 648
Sub-total Information Technology Related Projects	12 736	10 800	3 200	900	1 350	28 986
Total Estimated Cost	57 444	165 902	29 279	4 496	7 514	264 634

14004 While funding for the CSI has been agreed initially at 1% of staff costs, without additional injection of funds, the accumulation of funds in the reserve will fall well short of the capital investment needs of UNESCO. Some of the funding could be used as seed money to raise further resources, but the possibilities for addressing the significant renovation needs of the Organization’s buildings will be minimal, exacerbating the risk of issues, accidents, liabilities, and generally a failure to support programme delivery.

14005 As the External Auditors also noted, “UNESCO should view this as a great opportunity for the organization to modernize itself and be innovative in its financial management strategies. Management needs to achieve the proper long-term funding strategy, and this matter requires immediate attention.”

14006 The Preliminary Proposals of the Director-General for the Draft 42 C/5 (215 EX/19) indicated that the Secretariat would put forward a proposal for Member States’ consideration for the funding of capital expenditure needs in the range of “\$20-\$30 million per biennium”. Regrettably, this will not fully make up for the lack of foresight and planning

in past years and decades, and targeted funding for large capital investment projects such as the Bonvin building's renovation will be necessary in addition to this increased capital assessment, as seen in the graph above.

- 14007** In order to address the need to responsibly fund the CSI, the Director-General proposes that a capital assessment of \$100 million be included over the course of the following five biennia. These funds could then start to serve as a reserve, against which Member States will be able to prioritize the capital investment needs of the Organization. It is clear that not all needs will be funded with this level of financing, but over time, the accumulated reserves would provide a better opportunity to take meaningful decisions in prioritizing the needs for funding under the CMP. For the 42 C/5, it is proposed to seed the initial capital assessment with \$18.9 million contribution to the CSI, to be followed by approx. \$20.3 million in each of the four consecutive biennia totalling \$100 million.

	Breakdown by source of funds - Revised Draft 42 C/5 (in USD '000)			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL
				IBF
Assessment for the Financing of Capital Expenditure	18 920	-	-	18 920
Total	18 920	-	-	18 920

Additional Cost for the Miollis renovation project

15001 The Headquarters Committee, at its 209th session in March 2022, recorded its decision in document 209 COM/SIEGE/Decisions in respect of the proposed increase in the budget of the Miollis renovation project as follows. The Headquarters Committee (...)

5. *Further takes note of the updated and final budget for the renovation project for Building V (Miollis), which amounts to €49.5 million, an overrun of €4 million and of the options provided by the Director-General to finance it;*
6. *Approves the increase in the budget of the Miollis renovation project by €4 million;*
7. *Decides to use €4 million from the accumulated reserves under the Bonvin conservation sub-account of the Headquarters Fund, as a guarantee pending the approval by the General Conference to reimburse the Bonvin sub-account;*
8. *Requests the Director-General to submit a proposal to the General Conference for the funding of €4 million over the period of 2024-2027 with such funds to be returned as reimbursement to the Bonvin sub-account over this timeframe; (...)*

15002 In accordance with the above decision, the proposal to fund the EUR 4 million increase in the budget of the Miollis renovation project over the following two biennia, €2 million (\$2,057,613) were initially included in the Draft 42 C/5 budget proposal. Pursuant to its meeting on 19 June 2023, the Headquarters Committee decided that the funding of the increase in the budget of the Miollis renovation project be proposed to be funded in a single biennium (2024-2025). Accordingly, the proposed funding has been increased to €4 million, the equivalent of which is \$4.4 million at the budget exchange rate of \$1 = €0.913, to be transferred to the Miollis renovation project account.

	Breakdown by source of funds - Revised Draft 42 C/5 (in USD '000)			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	TOTAL IBF
Additional cost of the Miollis renovation project (rec. HQC)	4 381	-	-	4 381
Total	4 381	-	-	4 381

Proposed draft decision

The Executive Board,

1. Recalling 216 EX/Decision 17,
2. Having examined document 217 EX/15,
3. Underscoring the relevance of UNESCO's mandate to deliver on the 2030 Agenda for Sustainable Development and support Member States in the face of major global challenges,
4. Notes with appreciation the Director-General's efforts in preparing the revised Draft Programme and Budget for 2024-2025 (revised Draft 42 C/5), based on the appropriated budget revised as a result of the enlarged membership of the Organization;
5. Welcomes the three-pronged approach followed in the preparation of the document, namely:
(a) building on the proposals put forward in the draft document 42 C/5 base case scenario;
(b) responding to the requests made by the Executive Board at its 216th session, and
(c) putting forward strategic programmatic and operational reinforcements to enable the Organization to significantly strengthen its support to Member States;
6. Also welcomes the sharpened commitment and focus placed on advancing UNESCO's Global Priorities Africa and Gender Equality and priority groups small island developing States (SIDS) and Youth, as well as on reinforcing intersectoral cooperation to better respond to the complexities of today's challenges;
7. Also notes with appreciation the proposed reinforcement of the field network to improve programme delivery on the ground and provide more responsive support to Member States;
8. Acknowledges the importance of a coordinated and proactive partner engagement for resource mobilization, joint work and collective impact;
9. Recommends to the General Conference that it adopt the revised Draft document 42 C/5 as presented, including the appropriation resolution.

ANNEXES AND APPENDICES

- Annex I – Budget Summary: Integrated Budget Revised Draft 42 C/5**
- Annex II (a) – Appropriated Regular Budget for 2024-2025**
- Annex II (b) – Revenue Generating Funds/OPF for 2024-2025**
- Annex II (c) – Management Cost Account (MCA) for 2024-2025**
- Annex II (d) – Voluntary Contributions (VC) for 2024-2025**
- Annex III – Summary of Decentralization by region and source of funds**
- Annex IV – Summary by Nature of Cost (IBF)**
- Annex V (a) – Summary of Established Posts (Regular budget and Revenue-Generating Fund/OPF) - Revised Draft 42 C/5**
- Annex V (b) – Summary of Established Posts by Region and by Grade Category - Revised Draft 42 C/5**
- Annex VI – Transfers from the Regular Budget**
- Annex VII (a) – Headquarters Utilization Fund**
- Annex VII (b) – Special Account for Documents**
- Annex VII (c) – Special Account for Interpretation Services**
- Annex VII (d) – Public Information, Liaison and Relations Fund**
- Annex VII (e) – Publications, Auditory and Visual Material Fund**
- Annex VIII (a.i) Integrated Budget by Outcome - Overview (IBF) Revised Draft 42 C/5**
- Annex VIII (a.ii) Regular Budget by Outcome - Overview Revised Draft 42 C/5**
- Annex VIII (b.i) Integrated Budget by Outcome and Outputs (IBF) Revised Draft 42 C/5**
- Annex VIII (b.ii) Integrated Budget by Enabling Outcome and Outputs (IBF) Revised Draft 42 C/5**
- Annex IX (a) – Intersectoral Programmes Revised Draft 42 C/5**
- Annex X – Currency of assessment – draft simulation**
- Appendix A – Technical explanation on the Staff costs assumptions**
- Appendix B – UNESCO Staff Savings and Loan Services**
- Appendix C – Restatement of 41 C/5 Integrated Budget Framework (IBF)**

Annex I - Budget Summary: Integrated Budget Revised Draft 42 C/5

In USD	Appropriated Regular Budget			Revenue Generating Funds/OPF, including MCA VC share			Voluntary Contributions including Conventions			Integrated Budget		
	Staff Budget	Non-Staff Budget	Total	Staff Budget	Non-Staff Budget	Total	Staff Budget	Non-Staff Budget	Total	Staff Budget	Non-Staff Budget	Total
PART I - GENERAL POLICY AND DIRECTION												
I.A - Governing Bodies	3 095 207	7 542 693	10 637 900	-	-	-	-	-	-	3 095 207	7 542 693	10 637 900
I.B - Direction												
1. Directorate	5 315 817	935 950	6 251 767	4 528 292	797 285	5 325 577	647 460	-	647 460	10 491 569	1 733 235	12 224 804
2. Internal Oversight	4 536 761	840 092	5 376 853	3 864 651	890 397	4 755 048	-	-	-	8 401 412	1 730 489	10 131 901
3. International standards and legal affairs	3 611 496	332 863	3 944 359	3 076 462	283 546	3 360 008	-	-	-	6 687 958	616 409	7 304 367
4. Ethics	530 880	263 636	794 516	452 232	224 578	676 810	-	-	-	983 112	488 214	1 471 326
TOTAL, I.B	13 994 954	2 372 541	16 367 495	11 921 637	2 195 807	14 117 444	647 460	-	647 460	26 564 051	4 568 348	31 132 399
I.C - Participation in the Joint Machinery of the United Nations System	-	14 224 900	14 224 900	-	-	-	-	-	-	-	14 224 900	14 224 900
Total, PART I	17 090 161	24 140 134	41 230 295	11 921 637	2 195 807	14 117 444	647 460	-	647 460	29 659 258	26 335 941	55 995 199
PART II - PROGRAMMES AND PROGRAMME-RELATED SERVICES												
II.A - Programmes												
I - Education	69 112 265	38 710 793	107 823 058	492 340	5 526 024	6 018 364	-	577 813 077	577 813 077	69 604 605	622 049 894	691 654 499
II - Natural sciences	38 205 044	14 741 612	52 946 656	-	436 052	436 052	13 210 909	106 769 802	119 980 711	51 415 953	121 947 466	173 363 419
Intergovernmental Oceanographic Commission	12 102 087	9 032 599	21 134 686	-	100 000	100 000	8 631 164	18 425 000	27 056 164	20 733 251	27 557 599	48 290 850
III - Social and human sciences	27 462 983	9 828 496	37 291 479	-	432 000	432 000	2 716 634	50 637 327	53 353 961	30 179 617	60 897 823	91 077 440
IV - Culture	43 748 354	22 820 905	66 569 259	188 490	2 471 983	2 660 473	20 606 668	206 073 600	226 680 268	64 543 512	231 366 488	295 910 000
V - Communication and information	24 041 316	10 705 212	34 746 528	-	430 000	430 000	7 525 360	56 107 030	63 632 390	31 566 676	67 242 242	98 808 918
UNESCO Institute for Statistics	-	12 280 765	12 280 765	-	-	-	-	8 918 309	8 918 309	-	21 199 074	21 199 074
TOTAL II. A	214 672 049	118 120 382	332 792 431	680 830	9 396 059	10 076 889	52 690 735	1 024 744 145	1 077 434 880	268 043 614	1 152 260 586	1 420 304 200
II.B - Programme-Related Services												
1. Sector for Priority Africa and External Relations	19 104 776	3 988 124	23 092 900	315 180	-	315 180	1 527 090	-	1 527 090	20 947 046	3 988 124	24 935 170
2. Coordination and monitoring of action to implement Gender Equality	2 609 648	2 490 952	5 100 600	-	-	-	-	-	-	2 609 648	2 490 952	5 100 600
3. Strategic planning	8 522 675	1 941 600	10 464 275	7 260 063	1 653 946	8 914 009	1 123 790	340 000	1 463 790	16 906 528	3 935 546	20 842 074
4. Communication and Public Engagement	13 203 094	1 394 823	14 597 917	178 190	1 758 140	1 936 330	1 047 490	-	1 047 490	14 428 774	3 152 963	17 581 737
5. Field Offices programme management and support services	75 298 113	42 227 989	117 526 102	1 372 990	2 959 299	4 332 289	2 471 575	2 571 896	5 043 471	79 142 678	47 759 184	126 901 862
Total II. B	118 738 306	52 043 488	170 781 794	9 126 423	6 371 384	15 497 807	6 169 945	2 911 896	9 081 841	134 034 674	61 326 768	195 361 442
II.C - Participation Programme and Fellowships												
C - Participation Programme and Fellowships	1 484 661	13 364 439	14 849 100	-	-	-	-	-	-	1 484 661	13 364 439	14 849 100
TOTAL, PART II	334 895 016	183 528 309	518 423 325	9 807 253	15 767 443	25 574 696	58 860 680	1 027 656 041	1 086 516 721	403 562 949	1 226 951 793	1 630 514 742
PART III - CORPORATE SERVICES												
III.A - Sector for Administration and Management												
1. Office of the ADG of the Administration and Management Sector	3 979 487	921 125	4 900 612	3 389 931	1 359 657	4 749 588	-	-	-	7 369 418	2 280 782	9 650 200
2. Human resources management	9 433 501	13 250 733	22 684 234	8 232 678	2 769 129	11 001 807	1 551 070	-	1 551 070	19 217 249	16 019 862	35 237 111
3. Financial management	6 309 956	1 094 423	7 404 379	5 375 148	932 279	6 307 427	458 617	-	458 617	12 143 721	2 026 702	14 170 423
4. Digital business solutions	10 786 485	1 719 943	12 506 428	9 188 496	1 465 119	10 653 615	554 810	-	554 810	20 529 791	3 185 062	23 714 853

In USD	Appropriated Regular Budget			Revenue Generating Funds/OPF, including MCA VC share			Voluntary Contributions including Conventions			Integrated Budget		
	Staff Budget	Non-Staff Budget	Total	Staff Budget	Non-Staff Budget	Total	Staff Budget	Non-Staff Budget	Total	Staff Budget	Non-Staff Budget	Total
5. Organization of conferences, languages and documents	14 636 205	723 126	15 359 331	7 899 070	14 938 190	22 837 260	-	-	-	22 535 275	15 661 316	38 196 591
6. Operational support	10 132 553	4 077 931	14 210 484	4 866 644	8 938 000	13 804 644	-	-	-	14 999 197	13 015 931	28 015 128
7. Management of safety and security	7 439 285	1 974 033	9 413 318	3 569 980	500 000	4 069 980	-	-	-	11 009 265	2 474 033	13 483 298
III.B - Headquarters Common Costs												
Headquarters Common Costs	-	10 285 410	10 285 410	-	-	-	-	-	-	-	10 285 410	10 285 410
TOTAL, PART III	62 717 472	34 046 724	96 764 196	42 521 947	30 902 374	73 424 321	2 564 497	-	2 564 497	107 803 916	64 949 098	172 753 014
TOTAL I – III OPERATING BUDGET	414 702 649	241 715 167	656 417 816	64 250 837	48 865 624	113 116 461	62 072 637	1 027 656 041	1 089 728 678	541 026 123	1 318 236 832	1 859 262 955
Loan repayment for Miollis renovation	-	5 725 500	5 725 500	-	-	-	-	-	-	-	5 725 500	5 725 500
GRAND TOTAL, Programme Budget	414 702 649	247 440 667	662 143 316	64 250 837	48 865 624	113 116 461	62 072 637	1 027 656 041	1 089 728 678	541 026 123	1 323 962 332	1 864 988 455
Offsetting related to management cost recovery from voluntary contributions												(56 132 507)
Offsetting related to the estimated internal charge back for Revenue Generating funds												(27 710 205)
TOTAL NET, Programme Budget												1 781 145 743
Assessment for the Financing of Capital Expenditure	-	18 920 395	18 920 395	-	-	-	-	-	-	-	18 920 395	18 920 395
Additional cost to Miollis renovation project (rec. HQC)	-	4 381 161	4 381 161	-	-	-	-	-	-	-	4 381 161	4 381 161
Total Integrated Budget	414 702 649	270 742 223	685 444 872	64 250 837	48 865 624	113 116 461	62 072 637	1 027 656 041	1 089 728 678	541 026 123	1 347 263 888	1 804 447 299

Annex II (a) - Appropriated Regular Budget for 2024-2025

In USD '000	Restated 41 C/5	Revised Draft 42 C/5	Variation
PART I - GENERAL POLICY AND DIRECTION			
A. Governing Bodies	9 271	10 638	15%
B. Direction			
Directorate	5 382	6 252	16%
Internal Oversight	4 602	5 377	17%
International standards and legal affairs	3 197	3 944	23%
Ethics	675	795	18%
Total, Part I.B	13 855	16 367	18%
C. Participation in the Joint Machinery of the United Nations System	14 225	14 225	-
TOTAL, PART I	37 351	41 230	10%
PART II - PROGRAMMES AND PROGRAMME-RELATED SERVICES			
A. Programmes			
Education	86 187	107 823	25%
Natural sciences	40 087	52 947	32%
Intergovernmental Oceanographic Commission	11 320	21 135	87%
Social and human sciences	27 411	37 291	36%
Culture	48 650	66 569	37%
Communication and information	25 496	34 747	36%
UNESCO Institute for Statistics	8 450	12 281	45%
Total, Part II.A	247 600	332 792	34%
B. Programme-related services			
Sector for Priority Africa and External Relations	16 242	23 093	42%
Coordination and monitoring of action to implement Gender Equality	1 966	5 101	159%
Strategic planning	7 518	10 464	39%
Communication and Public Engagement	10 186	14 598	43%
Field Offices programme management and support services	103 779	117 526	13%
Total, Part II.B	139 691	170 782	22%
C. Participation Programme and Fellowships	13 426	14 849	11%
TOTAL, PART II	400 717	518 423	29%
PART III - CORPORATE SERVICES			
A. Sector for Administration and Management			
Office of the ADG of the Administration and Management Sector	3 744	4 901	31%
Human resources management	22 230	22 684	2%
Financial management	7 393	7 404	0.2%
Digital business solutions	11 654	12 506	7%
Organization of conferences, languages and documents	14 536	15 359	6%
Operational support	13 670	14 210	4%
Management of safety and security	9 204	9 413	2%
Total, Part III.A	82 431	86 479	5%
B. Headquarters Common Costs	9 085	10 285	13%
TOTAL, PART III	91 516	96 764	6%
TOTAL, PARTS I - III	529 584	656 418	24%
Loan repayment for Miollis renovation	5 064	5 726	13%
GRAND TOTAL , Regular Programme Budget	534 648	662 143	24%
Assessment for the Financing of Capital Expenditure		18 920	
Additional cost to Miollis renovation project (rec. HQC)		4 381	
TOTAL, REGULAR BUDGET	534 648	685 445	28%

Annex II (b) - Revenue Generating Funds / OPF for 2024-2025

42 C/5 PART (in USD '000)	Restated 41 C/5	Revenue Generating Funds/OPF, excluding MCA VC share	Variation
PART I - GENERAL POLICY AND DIRECTION			
B. Direction			
Internal Oversight	-	175	
TOTAL, PART I	-	175	
PART II - PROGRAMMES AND PROGRAMME-RELATED SERVICES			
A. Programmes			
Education	-	6 018	
Natural sciences	-	436	
Intergovernmental Oceanographic Commission	-	100	
Social and human sciences	-	432	
Culture	-	2 660	
Communication and information	-	430	
Total, Part II.A	-	10 077	
B. Programme-related services			
Sector for Priority Africa and External Relations	-	315	
Communication and Public Engagement	2 880	1 936	-33%
Field Offices programme management and support services	769	4 332	463%
Total, Part II.B	3 649	6 584	80%
TOTAL, PART II	3 649	16 661	357%
PART III - CORPORATE SERVICES			
Office of the ADG of the Administration and Management Sector	-	575	
Human resources management	202	197	-3%
Organization of conferences, languages and documents	15 730	22 837	45%
Operational support	14 852	12 470	-16%
Management of safety and security	3 793	4 070	7%
TOTAL, PART III	34 577	40 149	16%
TOTAL, PARTS I - III	38 226	56 984	49%

Annex II (c) - Management Cost Account (MCA) for 2024-2025

In USD '000	Restated 41 C/5	Revised Draft 42 C/5 Management Cost Budget			Variation
		MCA Regular Budget share	MCA Voluntary Contribution share	Total	
PART I - GENERAL POLICY AND DIRECTION					
B. Direction					
Directorate	9 571	6 252	5 326	11 577	21%
Internal Oversight	8 186	5 377	4 580	9 957	22%
International standards and legal affairs	5 685	3 944	3 360	7 304	28%
Ethics	1 201	795	677	1 471	23%
TOTAL, PART I	24 643	16 367	13 943	30 310	23%
PART II - PROGRAMMES AND PROGRAMME-RELATED SERVICES					
Strategic planning	13 635	10 464	8 914	19 378	42%
TOTAL, PART II	13 635	10 464	8 914	19 378	42%
PART III - CORPORATE SERVICES					
A. Sector for Administration and Management					
Office of the ADG of the Administration and Management Sector	6 660	4 901	4 175	9 075	36%
Human resources management	20 420	12 684	10 805	23 489	15%
Financial management	12 363	7 404	6 307	13 712	11%
Digital business solutions	20 737	12 506	10 654	23 160	12%
Operational support ⁽¹⁾	-	1 567	1 335	2 902	
TOTAL, PART III	60 180	39 063	33 276	72 339	20%
TOTAL, PART I-III	98 458	65 895	56 133	122 027	24%

(1) MCA applies only to the Procurement Section of the Operational Support.

Annex II (d) - Voluntary Contributions for 2024-2025

In USD '000	41 C/5 Approved Voluntary Contributions	Revised Draft 42 C/5 Voluntary Contributions			Variation
		Voluntary Contributions in hand	Resources to be mobilized and spent	Total	
PART I - GENERAL POLICY AND DIRECTION					
B. Direction					
Directorate	-	647	-	647	
TOTAL, PART I	-	647	-	647	
PART II - PROGRAMMES AND PROGRAMME-RELATED SERVICES					
A. Programmes					
Education	440 631	101 002	476 811	577 813	31%
Natural sciences	127 723	75 917	44 064	119 981	-6%
Intergovernmental Oceanographic Commission	20 579	7 854	19 203	27 056	31%
Social and human sciences	31 875	15 817	37 537	53 354	67%
Culture	196 610	95 657	131 023	226 680	15%
Communication and information	35 884	19 461	44 171	63 632	77%
UNESCO Institute for Statistics	19 750	2 003	6 916	8 918	-55%
Total II. A	873 053	317 711	759 724	1 077 435	23%
B. Programme-related services					
Sector for Priority Africa and External Relations	460	1 527	-	1 527	232%
Strategic planning	410	1 124	340	1 464	257%
Communication and Public Engagement	-	1 047	-	1 047	
Field Offices programme management and support services	1 000	3 702	1 341	5 043	404%
Total II. B	1 870	7 401	1 681	9 082	386%
TOTAL, PART II	874 923	325 112	761 405	1 086 517	24%
PART III - CORPORATE SERVICES					
A. Sector for Administration and Management					
Human resources management	800	1 551	-	1 551	94%
Financial management	260	-	459	459	76%
Digital business solutions	10 000	555	-	555	-94%
TOTAL, PART III	11 060	2 106	459	2 564	-77%
GRAND TOTAL, VOLUNTARY CONTRIBUTION BUDGET	885 983	327 865	761 863	1 089 729	23%

Annex III - Summary by Region and source of funds (Revised Case 42 C/5)

in USD'000	Regular Budget	Revenue Generating Funds/OPF, including MCA VC share	Voluntary Contributions	Total	
Africa	77 249	3 275	211 507	292 031	16%
Arab States	41 946	2 340	182 636	226 922	12%
Asia and the Pacific	60 345	2 633	170 097	233 075	12%
Europe and North America	15 732	93	20 984	36 809	2%
Latin America and the Caribbean	46 238	2 793	56 605	105 636	6%
Headquarters	365 931	101 983	336 236	804 150	43%
Global/Inter-Regional	54 702	-	111 663	166 365	9%
TOTAL	662 143	113 116	1 089 729	1 864 988	100%

Annex IV - Summary by Nature of Cost (IBF)

in USD '000	Approved 41 C/5 Integrated Budget	Revised Draft 42 C/5	Variation
A. Personnel Costs			
Staff	442 170	541 026	22%
Other employee benefits (MBF)	10 500	10 000	-5%
Non-staff Personnel	204 113	154 462	-24%
Total Personnel Costs	656 783	705 488	7%
B. Non-Personnel Costs			
Delegates and External Individual Missions	20 957	27 232	30%
Staff Mission Costs	48 755	60 861	25%
Consultants and experts' costs	134 448	218 226	62%
Contracted Services	329 787	456 971	39%
External Training, Grants and Other Transfers	143 160	132 972	-7%
Supplies, Consumables and Other Running Costs	87 185	111 718	28%
Other Expenses	79 462	151 521	91%
Total Non-Personnel Costs	843 754	1 159 500	37%
TOTAL	1 500 537	1 864 988	24%

Annex V (a) - Summary of Established Posts - Regular Budget and Revenue Generating Funds/OPF (Revised Draft 42 C/5)

42 C/5 PART	Adjusted 41 C/5 as at 31 December 2022									Proposed Revised Draft 42 C/5									Variation															
	Headquarters				Field				Total	Headquarters				Field				Total	Headquarters				Field				Total							
	DG/DDG/ADG	D	P	GS	D	P	NOs	GS		DG/DDG/ADG	D	P	GS	D	P	NOs	GS		DG/DDG/ADG	D	P	GS	D	P	NOs	GS								
PART I - GENERAL POLICY AND DIRECTION																																		
A Governing Bodies			1	2	7							1	3	7																				
B Direction	2	3	49	15					2	3	52	15																						
PART II.A - PROGRAMMES *																																		
Education	1	4	63	33	1	64	40	9	215	1	4	65	33	1	67	42	9	222									2		3	2	7			
Natural sciences	1	3	43	22		24	18.5	2	114	1	3	45	22		29	18.5	2	120.5									2		5		7			
Intergovernmental Oceanographic Commission	1		13	6		6	3		29	1	1	15	5		10	2.5		34.5									1	2	(1)	4	6			
Social and human sciences	1	2	36	12		15	4		70	1	2	38	12		19	13		85									2		4	9	15			
Culture	1	4	56	35		24	25	2	147	1	4	58	35		26	28	2	154									2		2	3	7			
Communication and information	1	2	28	16		13	16		76	1	2	29	17		16	14		79									1	1	3	(2)	3			
PART II.B - PROGRAMME-RELATED SERVICES																																		
Sector for Priority Africa and External Relations	1	2	31	19		1		1	55	1	3	35	23		1			63									1	4	4		(1)	8		
Coordination and monitoring of action to implement gender equality		1	3	1					5		1	3	1					5																
Strategic planning		2	28	12					42		2	32	10					44									4	(2)			2			
Communication and public engagement		1	22	17					40		2	26	16					44									1	4	(1)		4			
Field Offices programme management and support services			3	2	31	64	21	288	409			3	2	27	94	23	288	437									(4)	30	2		28			
PART II.C - PARTICIPATION PROGRAMME AND FELLOWSHIPS																																		
			1						7			1	6					7																
PART III - CORPORATE SERVICES																																		
	1	5	144	275					424	1	5	151.5	265.5					423									8	(9)			(1)			
TOTAL	10	30	522	478	32	211	127	302	1 711	10	33	556.5	469.5	28	262	141	301	1 801									3	35	(8)	(4)	51	14	(1)	90

Annex V (b) - Summary of Established Posts by Region and by Grade Category (Revised Draft 42 C/5)

Region / Number of posts in the Field	Africa				Arab States				Asia and the Pacific				Europe and North America				Latin America and the Caribbean				FIELD TOTAL	
	D	P/NPO	GS	Total	D	P/NPO	GS	Total	D	P/NPO	GS	Total	D	P/NPO	GS	Total	D	P/NPO	GS	Total		
PART II.A - PROGRAMMES *																						
Education		37	2	39	1	17	1	19		29	4	33		4		4			22	2	24	119
Natural sciences		16	-	16		7	1	8		11.5	1	12.5		3		3			10		10	49.5
Intergovernmental Oceanographic Commission		2	-	2						4.5	-	4.5		4		4			2		2	12.5
Social and human sciences		10	-	10		5		5		9	-	9							8		8	32
Culture		20	-	20		8		8		16	1	17		1	1	2			9		9	56
Communication and information		9	-	9		5		5		7	-	7		1		1			8		8	30
Total, PART II.A		94	2	96	1	42	2	45		77	6	83		13	1	14			59	2	61	299
PART II.B - PROGRAMME-RELATED SERVICES																						
Sector for Priority Africa and External Relations														1		1						1
Field Offices Programme Management and Support Services	5	42	96	143	5	19	44	68	7	27	77	111	4	7	7	18	6	22	64		92	432
Total Part II.B	5	42	96	143	5	19	44	68	7	27	77	111	4	8	7	19	6	22	64		92	433
TOTAL	5	136	98	239	6	61	46	113	7	104	83	194	4	21	8	33	6	81	66		153	732
%				32.4%				15.6%				26.9%				3.7%					21.3%	100%

* Excluding Category 1 Institutes - Sectors include information on Directors in organizational charts.

Annex VI - Authorized transfers from Regular Budget

As stated in the Draft Appropriation Resolution, paragraph 4, the Director-General is authorized to transfer from the regular budget appropriations such amounts as approved by the General Conference. These transfers, in addition to the transfer to MCA as indicated in the Appropriation Resolution (paragraph 5), are made for the purpose of managing the funds in the appropriate respective special accounts, for the following budgets:

1. The financial allocations for the Category 1 Institutes under Education and Natural Science sectors, and for the UNESCO Institute for Statistics (UIS), to be transferred to the accounts of the respective Institutes,

Category 1 Institutes

■ IICBA	\$2 285 200
■ IESALC	\$1 999 000
■ MGIEP	\$556 000
■ UIL	\$1 808 200
■ IBE	\$4 669 900
■ IITE	\$828 000
■ IIEP	\$4 937 700
■ ICTP	\$1 465 000
■ UIS	\$12 280 765
■ IISTEM	\$680 000

2. The 1% charge for ASHI (after-service health insurance) under the staff costs, to be transferred to the Special Account for ASHI;
3. The 1% charge for TPF (Terminal Payments Fund) under the staff costs, to be transferred to the Special Account for TPF;
4. The 1% charge under personnel costs, to be transferred to the Special Account for CSI (Capital and Strategic Investment);
5. Contribution of \$129 600 towards the Staff Compensation Plan to be transferred to the Special Account for Staff Compensation Fund;
6. A charge on Official Travel at rates established in line with the policy for Carbon Tax on Official Travel, to be transferred to the Special Account for EA (Environmental Action);
7. Contribution of \$175 000 to the operating costs of the UNESCO Day Nursery and Children's Club, to be transferred to the Special Account for UNC/JCU;
8. Assessment of \$18 920 395 for the financing of capital and strategic investment needs of the organization to be transferred to the Special Account for CSI; and
9. Reimbursement of \$4 381 161 for the increase of the Miollis building renovation project, to be returned to the Bonvin sub-account of the Headquarters Fund.

Annex VII (a) - Headquarters Utilization Fund

INCOME (in USD)		EXPENDITURE (in USD)	
A. Premises		A. Premises⁽²⁾	
a) Income from letting office space in the Miollis and Bonvin buildings	15 015 430	Personnel	
b) Income from letting parking lots and miscellaneous income	989 000	International and national staff	7 636 420
c) Income from letting premises to commercial partners	1 046 990	Non-Personnel	
		Consultants and experts' costs	30 000
		Contracted Services	3 655 000
		Supplies, Consumables & Other Running Costs	5 730 000
B. Events & Works of Art⁽¹⁾		B. Events & Works of Art⁽¹⁾	
d) Income from letting conference rooms and spaces for all events, including rental of materials, and required services.	7 708 880	Personnel	
e) Income contributions from Works of Art Donation maintenance fees, sponsorships, donations, royalties and related revenue	381 854	International and national staff	2 806 544
		Non-staff Personnel	3 000 000
		Non-Personnel	
		Consultants and experts' costs	500 000
		Contracted Services	678 190
		Supplies, Consumables & Other Running Costs	1 106 000
GRAND TOTAL 25 142 154		GRAND TOTAL 25 142 154	

(1) Conclusion of the revision of the Financial Regulations of the HQF will guide the structure of the above.

(2) The expenditure under "A-Premises" includes the official residence of the Director-General (annual charges and maintenance), estimated to 79.500 USD for the full 42 C/5.

Annex VII (b) - Special Account for Documents

INCOME (in USD)		EXPENDITURE (in USD)	
A. Document Production		A. Document Production	
Revenue Producing Activities	4 633 886	Personnel	
		International and national staff	2 349 430
		Non-staff Personnel	300 000
		Non-Personnel	
		Consultants and experts' costs	100 000
		Contracted Services	1 334 456
		External Training, Grants and Other Transfers	50 000
		Supplies, Consumables & Other Running Costs	500 000
B. Services provided for multifunctional devices		B. Services provided for multifunctional devices	
Income from services rendered	420 000	Personnel	
		Non-staff Personnel	20 000
		Non-Personnel	
		Contracted Services	200 000
		Supplies, Consumables & Other Running Costs	200 000
C. Services provided for Mail and Distribution Operations		C. Services provided for Mail and Distribution Operations	
Income from services rendered	438 000	Personnel	
		Non-staff Personnel	70 000
		Non-Personnel	
		Contracted Services	368 000
D. Translations		D. Translations	
Revenue Producing Activities	2 321 320	Personnel	
		International and national staff	1 075 320
		Non-staff Personnel	500 000
		Non-Personnel	
		Contracted Services	485 000
		External Training, Grants and Other Transfers	61 000
		Supplies, Consumables & Other Running Costs	200 000
GRAND TOTAL	7 813 206	GRAND TOTAL	7 813 206

Annex VII (c) - Special Account for Interpretation Services

INCOME (in USD)		EXPENDITURE (in USD)	
Income from services rendered	7 108 320	Personnel	
		International and national staff	1 487 320
		Non-staff Personnel	168 000
		Non-Personnel	
		Delegates & External Individual Missions Staff	50 000
		Mission Costs	
		Consultants and experts' costs	5 353 000
		Contracted Services	50 000
GRAND TOTAL	7 108 320	GRAND TOTAL	7 108 320

Annex VII (d) - Public Information, Liaison and Relations Fund

INCOME (in USD)		EXPENDITURE (in USD)	
Income from services rendered	461 330	Personnel	
		International and national staff	178 190
		Non-staff Personnel	66 000
		Non-Personnel	
		Consultants and experts' costs	111 086
		Contracted Services	35 130
		Supplies, Consumables & Other Running Costs	56 967
		Other expenses	13 957
GRAND TOTAL	461 330	GRAND TOTAL	461 330

Annex VII (e) - Publications, Auditory and Visual Material Fund

INCOME (in USD)		EXPENDITURE (in USD)	
A. Publications		A. Publications	
Revenue Producing Activities		Personnel	
Publication	180 000	International and national staff	-
Publication Field Offices	2 000		
		Non-Personnel	
		Consultants and experts' costs	93 000
		Contracted Services	29 000
		Supplies, Consumables & Other Running Costs	48 000
		Other Expenses	12 000
B. Branding & Merchandising		B. Branding & Merchandising	
Revenue Producing Activities		Personnel	
Brand & Merchandising	114 000	International and national staff	-
Branding & Merchandising Partnerships	270 000	Non-Personnel	
		Consultants and experts' costs	196 400
		Contracted Services	62 000
		Other Expenses	25 000
		Supplies, Consumables & Other Running Costs	100 600
C. Visual Material		C. Visual Material	
Revenue Producing Activities		Personnel	
Visual Materials	25 000	International and national staff	-
		Non-Personnel	
		Consultants and experts' costs	13 000
		Contracted Services	4 000
		Other Expenses	1 600
		Supplies, Consumables & Other Running Costs	6 400
GRAND TOTAL		GRAND TOTAL	
	591 000		591 000

Annex VIII (a.i) - Integrated Budget by Outcome - Overview (IBF) Revised Draft 42 C/5

Outcome (in USD '000)	ED	SC	IOC	SHS	CLT	CI	UIS	PART I	PART II. B & C	PART III	TOTAL
Outcome 1	442 161	7 990	-	11 158	3 931	-	-	-	-	-	465 239
Outcome 2	88 527	-	-	-	-	-	17 359	-	-	-	105 885
Outcome 3	561	91 349	48 291	-	-	-	-	-	-	-	140 201
Outcome 4	-	73 700	-	-	-	-	1 842	-	-	-	75 542
Outcome 5	-	325	-	-	291 979	10 003	1 998	-	-	-	304 305
Outcome 6	-	-	-	-	-	50 764	-	-	-	-	50 764
Outcome 7	122 034	-	-	61 895	-	-	-	-	-	-	183 928
Outcome 8	38 372	-	-	461	-	32 304	-	-	-	-	71 137
Outcome 9	-	-	-	17 564	-	5 738	-	-	-	-	23 302
Enabling Outcome 10	-	-	-	-	-	-	-	14 225	96 932	-	111 157
Enabling Outcome 11	-	-	-	-	-	-	-	41 770	113 278	172 753	327 801
Total Outcomes	691 654	173 363	48 291	91 077	295 910	98 809	21 199	55 995	210 211	172 753	1 859 263
Loan repayments for the Miollis building											5 726
Total Integrated Budget	691 654	173 363	48 291	91 077	295 910	98 809	21 199	55 995	210 211	172 753	1 864 988

Annex VIII (a.ii) - Integrated Budget by Outcome - Overview (Regular Budget) Revised Draft 42 C/5

Outcome (in USD '000)	ED	SC	IOC	SHS	CLT	CI	UIS	PART I	PART II. B & C	PART III	TOTAL
Outcome 1	65 093	2 350	-	4 847	1 909	-	-	-	-	-	74 199
Outcome 2	19 984	-	-	-	-	-	8 597	-	-	-	28 581
Outcome 3	461	37 619	21 135	-	-	-	-	-	-	-	59 215
Outcome 4	-	12 653	-	-	-	-	1 842	-	-	-	14 495
Outcome 5	-	325	-	-	64 660	2 752	1 842	-	-	-	69 579
Outcome 6	-	-	-	-	-	12 829	-	-	-	-	12 829
Outcome 7	12 888	-	-	24 131	-	-	-	-	-	-	37 019
Outcome 8	9 397	-	-	461	-	15 342	-	-	-	-	25 200
Outcome 9	-	-	-	7 853	-	3 824	-	-	-	-	11 677
Enabling Outcome 10	-	-	-	-	-	-	-	14 225	82 633	-	96 858
Enabling Outcome 11	-	-	-	-	-	-	-	27 005	102 998	96 764	226 768
Total Outcomes	107 823	52 947	21 135	37 291	66 569	34 747	12 281	41 230	185 631	96 764	656 418
Loan repayments for the Miollis building											5 726
Total Integrated Budget	107 823	52 947	21 135	37 291	66 569	34 747	12 281	41 230	185 631	96 764	662 143

Annex VIII (b.i) - Integrated Budget by Outcome and Outputs (IBF) Revised Draft 42 C/5

Outcomes/Outputs (in USD '000)	Education	Natural sciences	Inter-governmental Oceanographic Commission	Social and human sciences	Culture	Communication and information	UNESCO Institute for Statistics	TOTAL
Outcome 1 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	1.ED1	85 495	-	-	-	-	-	85 495
	1.ED2	34 848	-	-	-	-	-	34 848
	1.ED4	125 845	-	-	-	-	-	125 845
	1.ED5	79 756	-	-	-	-	-	79 756
	1.ED6	115 839	-	-	-	-	-	115 839
	1.IP1	378	-	-	-	3 931	-	4 309
	1.SC6	-	7 990	-	-	-	-	7 990
	1.SHS6	-	-	-	11 158	-	-	11 158
Total Outcome 1	442 161	7 990	-	11 158	3 931	-	-	465 239
Outcome 2 Strengthen international coordination for the achievement of SDG 4 and develop the global education agenda based on research, foresight and innovation	2.ED7	60 978	-	-	-	-	-	60 978
	2.ED9	27 549	-	-	-	-	-	27 549
	2.UIS1	-	-	-	-	-	8 891	8 891
	2.UIS2	-	-	-	-	-	6 521	6 521
	2.UIS3	-	-	-	-	-	1 947	1 947
Total Outcome 2	88 527	-	-	-	-	-	17 359	105 885
Outcome 3 Enhance knowledge for climate action, biodiversity, water and ocean management, and disaster risk reduction	3.IOC1	-	-	46 617	-	-	-	46 617
	3.IP2	561	732	1 674	-	-	-	2 967
	3.SC1	-	38 067	-	-	-	-	38 067
	3.SC2	-	42 985	-	-	-	-	42 985
	3.SC3	-	9 565	-	-	-	-	9 565
Total Outcome 3	561	91 349	48 291	-	-	-	-	140 201
Outcome 4 Advance international cooperation in science, technology and innovation	4.SC4	-	15 388	-	-	-	-	15 388
	4.SC5	-	58 312	-	-	-	-	58 312
	4.UIS4	-	-	-	-	-	1 842	1 842
	Total Outcome 4	-	73 700	-	-	-	-	1 842
Outcome 5 Enhance the protection and promotion of the diversity of heritage and cultural expressions	5.CI1	-	-	-	-	6 495	-	6 495
	5.CLT1	-	-	-	118 597	-	-	118 597
	5.CLT2	-	-	-	31 992	-	-	31 992
	5.CLT3	-	-	-	27 135	-	-	27 135
	5.CLT4	-	-	-	42 345	-	-	42 345
	5.CLT5	-	-	-	48 789	-	-	48 789
	5.CLT6	-	-	-	22 477	-	-	22 477
	5.IP3	-	325	-	644	3 507	-	4 476
5.UIS5	-	-	-	-	-	1 998	1 998	
Total Outcome 5	-	325	-	-	291 979	10 003	1 998	304 305
Outcome 6 Promote freedom of expression and the right to information	6.CI2	-	-	-	-	35 758	-	35 758
	6.CI3	-	-	-	-	15 006	-	15 006
	Total Outcome 6	-	-	-	-	50 764	-	50 764
Outcome 7 Promote inclusion and combat discrimination, hate speech and stereotypes	7.ED3	122 034	-	-	-	-	-	122 034
	7.SHS1	-	-	-	15 428	-	-	15 428
	7.SHS2	-	-	-	18 121	-	-	18 121
	7.SHS3	-	-	-	6 704	-	-	6 704
	7.SHS4	-	-	-	21 641	-	-	21 641
Total Outcome 7	122 034	-	-	61 895	-	-	-	183 928
Outcome 8 Foster knowledge sharing and skills development in the digital age	8.CI4	-	-	-	-	15 621	-	15 621
	8.CI5	-	-	-	-	15 395	-	15 395
	8.ED8	37 923	-	-	-	-	-	37 923
	8.IP4	450	-	-	461	1 289	-	2 200
Total Outcome 8	38 372	-	-	461	-	32 304	-	71 137
Outcome 9 Develop ethical standards, norms and frameworks for action to meet the challenges of innovative technologies and digital transformation	9.CI6	-	-	-	-	4 691	-	4 691
	9.IP5	-	-	-	2 566	1 047	-	3 613
	9.SHS5	-	-	-	14 998	-	-	14 998
	Total Outcome 9	-	-	-	17 564	-	5 738	-
Total Outcomes (Part II.A)	691 654	173 363	48 291	91 077	295 910	98 809	21 199	1 420 304
Total Enabling Outcomes								438 959
Loan repayments for Miollis renovation								5 726
Total, Programme Budget								1 864 988

Annex VIII (b.ii) - Integrated Budget by Enabling Outcome and Outputs (IBF)
Revised Draft 42 C/5

Outcomes/Outputs (in USD'000)	PART I	PART II. B&C	PART III	TOTAL
UNJM	14 225	-	-	14 225
10.PAX1	-	4 734	-	4 734
10.PAX2	-	1 609	-	1 609
10.PAX3	-	4 368	-	4 368
10.PAX4	-	2 559	-	2 559
10.PAX5	-	8 162	-	8 162
Enabling Outcome 10				
Reinforced partnerships, outreach and advocacy in support of UNESCO's action				
10.PAX6	-	3 503	-	3 503
10.BSP2	-	13 984	-	13 984
10.BSP3	-	1 609	-	1 609
10.CPE1	-	17 582	-	17 582
10.FLD1	-	19 573	-	19 573
10.FLD4	-	4 400	-	4 400
10.PPF1	-	13 490	-	13 490
10.PPF2	-	1 359	-	1 359
Total Outcome 10	14 225	96 932	-	111 157
11.GBS1	10 638	-	-	10 638
11.CAB1	12 225	-	-	12 225
11.IOS1	4 996	-	-	4 996
11.IOS2	3 171	-	-	3 171
11.IOS3	1 965	-	-	1 965
11.LA1	7 304	-	-	7 304
11.ETH1	1 471	-	-	1 471
11.GE1	-	5 101	-	5 101
11.BSP1	-	5 249	-	5 249
11.FLD2	-	15 782	-	15 782
11.FLD3	-	75 720	-	75 720
11.FLD5	-	11 427	-	11 427
Enabling Outcome 11				
Accountable, efficient and effective management in pursuit of the Organization's results				
11.ADM1	-	-	9 650	9 650
11.HRM1	-	-	35 237	35 237
11.BFM1	-	-	14 170	14 170
11.DBS1	-	-	12 494	12 494
11.DBS2	-	-	8 897	8 897
11.DBS3	-	-	2 324	2 324
11.CLD1	-	-	38 197	38 197
11.OPS1	-	-	28 015	28 015
11.SSM1	-	-	13 483	13 483
11.HCC1	-	-	6 696	6 696
11.HCC2	-	-	3 589	3 589
Total Outcome 11	41 770	113 278	172 753	327 801
Total Enabling Outcomes	55 995	210 211	172 753	438 959
Loan repayments for the Miollis building				5 726
Total Outcomes (Part II.A)				1 420 304
Total Integrated Budget				1 864 988

Annex IX - Intersectoral Programmes Revised Draft 42 C/5

in USD '000	Education	Natural sciences	Social and human sciences	Intergovernmental Oceanographic Commission	Culture	Communication and information	TOTAL
1.IP1	378	-	-	-	3 931	-	4 309
3.IP2	561	732	-	1 674	-	-	2 967
5.IP3	-	325	-	-	644	3 507	4 476
8.IP4	450	-	461	-	-	1 289	2 200
9.IP5	-	-	2 566	-	-	1 047	3 613
Total	1 389	1 057	3 027	1 674	4 575	5 843	17 564

Annex X - Currency of assessment

1. In accordance with Article 5.6 of the Financial Regulations, contributions to the budget shall be assessed partly in United States dollars (USD) and partly in euros (EUR) in a proportion to be determined by the General Conference and shall be paid in these or other currencies as decided by the General Conference.
2. By its Resolution 40 C/72. II, the General Conference resolved that, until otherwise decided at future sessions, where the annual assessed contribution for a Member State is:
 - less than USD 200,000, that Member State's contribution shall be assessed in USD only,
 - USD 200,000 or greater, that Member State's contribution shall be assessed in both EUR and USD in accordance with the split percentage of 47% in EUR and 53% in USD, calculated at the budget rate of USD 1 = EUR 0.869.
3. In view of the estimated EUR requirements for the 42 C/5, it is proposed that the regular programme budget is assessed in accordance with the same split percentage of 47% in EUR and 53% in USD calculated at the revised budget rate of USD 1 equal to EUR 0.913, for Member States with annual contributions that are USD 200,000 or greater.

DRAFT SIMULATION - 42 C/5 Revised Base Case

This draft simulation is only for information. The final amounts that will be shown on the actual invoice may change.

41 C/5					Draft simulation 42 C/5 - Budget level \$685.4M ⁽²⁾													
0.869 EUR/USD budget rate					42 C/5 simulation \$685.4M					Amounts variations vs 41 C/5				% variations vs 41 C/5				
Assessment (scale)	Apportionment of USD budget	Assessment ⁽¹⁾			Assessment (scale)	Apportionment of USD budget	Assessment ⁽¹⁾			EUR portion expressed in EUR	Apportionment of USD budget	USD portion	EUR portion expressed in USD	EUR portion expressed in EUR	Apportionment of USD budget	USD portion	EUR portion expressed in USD	EUR portion expressed in EUR
		USD portion	EUR portion expressed in USD	EUR portion expressed in EUR			%	%	%									
%	USD	USD	USD	EUR	%	USD	USD	USD	EUR	USD	USD	USD	EUR	%	%	%	%	
New budget rate 0.913 EUR/USD Same Split 53% USD + 47% EUR																		
1	Afghanistan	0.008	42 772	42 772	-	0.006	41 127	41 127	-	-	(1 645)	(1 645)	-	-	-4%	-4%	n/a	n/a
2	Albania	0.010	53 464	53 464	-	0.008	54 836	54 836	-	-	1 372	1 372	-	-	3%	3%	n/a	n/a
3	Algeria	0.141	753 852	399 542	354 311	0.110	753 989	399 614	354 375	323 544	137	72	64	15 648	0%	0%	0%	5%
4	Andorra	0.006	32 078	32 078	-	0.005	34 272	34 272	-	-	2 194	2 194	-	-	7%	7%	n/a	n/a
5	Angola	0.010	53 464	53 464	-	0.010	68 544	68 544	-	-	15 080	15 080	-	-	28%	28%	n/a	n/a
6	Antigua and Barbuda	0.003	16 040	16 040	-	0.002	13 709	13 709	-	-	(2 331)	(2 331)	-	-	-15%	-15%	n/a	n/a
7	Argentina	0.929	4 966 870	2 632 442	2 334 428	0.724	4 962 621	2 630 189	2 332 432	2 129 510	(4 249)	(2 253)	(1 996)	100 892	0%	0%	0%	5%
8	Armenia	0.009	48 118	48 118	-	0.007	47 981	47 981	-	-	(137)	(137)	-	-	0%	0%	n/a	n/a
9	Australia	2.727	14 579 824	7 727 306	6 852 518	2.126	14 572 558	7 723 456	6 849 102	6 253 230	(7 266)	(3 850)	(3 416)	298 392	0%	0%	0%	5%
10	Austria	0.877	4 688 854	2 485 092	2 203 761	0.684	4 688 443	2 484 875	2 203 568	2 011 858	(411)	(217)	(192)	96 790	0%	0%	0%	5%
11	Azerbaijan	0.039	208 512	208 512	-	0.030	205 633	205 633	-	-	(2 879)	(2 879)	-	-	-1%	-1%	n/a	n/a
12	Bahamas	0.025	133 662	133 662	-	0.019	130 235	130 235	-	-	(3 427)	(3 427)	-	-	-3%	-3%	n/a	n/a
13	Bahrain	0.070	374 254	374 254	-	0.054	370 140	370 140	-	-	(4 114)	(4 114)	-	-	-1%	-1%	n/a	n/a
14	Bangladesh	0.010	53 464	53 464	-	0.010	68 544	68 544	-	-	15 080	15 080	-	-	28%	28%	n/a	n/a
15	Barbados	0.010	53 464	53 464	-	0.008	54 836	54 836	-	-	1 372	1 372	-	-	3%	3%	n/a	n/a
16	Belarus	0.053	283 364	283 364	-	0.041	281 032	281 032	-	-	(2 332)	(2 332)	-	-	-1%	-1%	n/a	n/a
17	Belgium	1.070	5 720 724	3 031 984	2 688 741	0.834	5 716 610	3 029 803	2 686 807	2 453 055	(4 114)	(2 181)	(1 934)	116 539	0%	0%	0%	5%
18	Belize	0.001	5 346	5 346	-	0.001	6 854	6 854	-	-	1 508	1 508	-	-	28%	28%	n/a	n/a
19	Benin	0.006	32 078	32 078	-	0.005	34 272	34 272	-	-	2 194	2 194	-	-	7%	7%	n/a	n/a
20	Bhutan	0.001	5 346	5 346	-	0.001	6 854	6 854	-	-	1 508	1 508	-	-	28%	28%	n/a	n/a
21	Bolivia, Plurinational State of	0.025	133 662	133 662	-	0.019	130 235	130 235	-	-	(3 427)	(3 427)	-	-	-3%	-3%	n/a	n/a
22	Bosnia and Herzegovina	0.015	80 198	80 198	-	0.012	82 253	82 253	-	-	2 055	2 055	-	-	3%	3%	n/a	n/a
23	Botswana	0.019	101 584	101 584	-	0.015	102 817	102 817	-	-	1 233	1 233	-	-	1%	1%	n/a	n/a
24	Brazil	2.600	13 900 822	7 367 436	6 533 386	2.028	13 900 822	7 367 436	6 533 386	5 964 982	0	(0)	1	287 470	0%	0%	0%	5%
25	Brunei Darussalam	0.027	144 354	144 354	-	0.021	143 943	143 943	-	-	(411)	(411)	-	-	0%	0%	n/a	n/a
26	Bulgaria	0.072	384 946	384 946	-	0.056	383 849	383 849	-	-	(1 097)	(1 097)	-	-	0%	0%	n/a	n/a
27	Burkina Faso	0.005	26 732	26 732	-	0.004	27 418	27 418	-	-	686	686	-	-	3%	3%	n/a	n/a
28	Burundi	0.001	5 346	5 346	-	0.001	6 854	6 854	-	-	1 508	1 508	-	-	28%	28%	n/a	n/a
29	Cabo Verde	0.001	5 346	5 346	-	0.001	6 854	6 854	-	-	1 508	1 508	-	-	28%	28%	n/a	n/a
30	Cambodia	0.009	48 118	48 118	-	0.007	47 981	47 981	-	-	(137)	(137)	-	-	0%	0%	n/a	n/a
31	Cameroon	0.017	90 890	90 890	-	0.013	89 108	89 108	-	-	(1 782)	(1 782)	-	-	-2%	-2%	n/a	n/a
32	Canada	3.395	18 151 266	9 620 170	8 531 096	2.647	18 143 726	9 616 175	8 527 551	7 785 654	(7 540)	(3 995)	(3 544)	372 132	0%	0%	0%	5%
33	Central African Republic	0.001	5 346	5 346	-	0.001	6 854	6 854	-	-	1 508	1 508	-	-	28%	28%	n/a	n/a
34	Chad	0.004	21 386	21 386	-	0.003	20 563	20 563	-	-	(823)	(823)	-	-	-4%	-4%	n/a	n/a
35	Chile	0.543	2 903 134	1 538 662	1 364 474	0.423	2 899 432	1 536 699	1 362 733	1 244 175	(3 702)	(1 963)	(1 741)	58 447	0%	0%	0%	5%
36	China	19.704	105 346 846	55 833 828	49 513 018	15.364	105 311 750	55 815 228	49 496 523	45 190 325	(35 096)	(18 600)	(16 496)	2 163 513	0%	0%	0%	5%
37	Colombia	0.318	1 700 178	901 094	799 084	0.248	1 699 903	900 949	798 955	729 445	(275)	(145)	(129)	35 041	0%	0%	0%	5%
38	Comoros	0.001	5 346	5 346	-	0.001	6 854	6 854	-	-	1 508	1 508	-	-	28%	28%	n/a	n/a
39	Congo	0.006	32 078	32 078	-	0.005	34 272	34 272	-	-	2 194	2 194	-	-	7%	7%	n/a	n/a
40	Cook Islands	0.001	5 346	5 346	-	0.001	6 854	6 854	-	-	1 508	1 508	-	-	28%	28%	n/a	n/a
41	Costa Rica	0.089	475 836	252 194	223 643	0.070	479 811	254 300	225 511	205 892	3 975	2 106	1 868	11 546	1%	1%	1%	6%
42	Côte d'Ivoire	0.028	149 702	149 702	-	0.022	150 798	150 798	-	-	1 096	1 096	-	-	1%	1%	n/a	n/a

41 C/5

Draft simulation 42 C/5 - Budget level \$685.4M ⁽²⁾

New budget rate 0.913 EUR/USD
Same Split 53% USD + 47% EUR

0.869 EUR/USD budget rate					0.913 EUR/USD budget rate					Amounts variations vs 41 C/5				% variations vs 41 C/5				
Assessment (scale)	Apportionment of USD budget	Assessment ⁽¹⁾			Assessment (scale)	Apportionment of USD budget	Assessment ⁽¹⁾			Apportionment of USD budget	USD portion	EUR portion expressed in USD	EUR portion expressed in EUR	Apportionment of USD budget	USD portion	EUR portion expressed in USD	EUR portion expressed in EUR	
		USD portion	EUR portion expressed in USD	EUR portion expressed in EUR			USD portion	EUR portion expressed in USD	EUR portion expressed in EUR									%
%	534 647 000	53%	47%		%	685 444 872	53%	47%		USD	USD	USD	EUR	%	%	%	%	
	USD	USD	USD	EUR		USD	USD	USD	EUR	USD	USD	USD	EUR					
43 Croatia	0.118	630 884	334 368	296 516	257 672	0.092	630 609	334 223	296 386	270 601	(275)	(145)	(129)	12 929	0%	0%	0%	5%
44 Cuba	0.123	657 616	348 536	309 079	268 590	0.096	658 027	348 754	309 273	282 366	411	218	193	13 776	0%	0%	0%	5%
45 Cyprus	0.046	245 938	245 938	-	-	0.036	246 760	246 760	-	-	822	822	-	-	0%	0%	n/a	n/a
46 Czechia	0.439	2 347 100	1 243 964	1 103 137	958 626	0.343	2 351 076	1 246 070	1 105 006	1 008 870	3 976	2 106	1 869	50 244	0%	0%	0%	5%
47 Democratic People's Republic of Korea	0.006	32 078	32 078	-	-	0.005	34 272	34 272	-	-	2 194	2 194	-	-	7%	7%	n/a	n/a
48 Democratic Republic of the Congo	0.010	53 464	53 464	-	-	0.010	68 544	68 544	-	-	15 080	15 080	-	-	28%	28%	n/a	n/a
49 Denmark	0.714	3 817 380	2 023 212	1 794 168	1 559 132	0.557	3 817 928	2 023 502	1 794 426	1 638 311	548	290	258	79 179	0%	0%	0%	5%
50 Djibouti	0.001	5 346	5 346	-	-	0.001	6 854	6 854	-	-	1 508	1 508	-	-	28%	28%	n/a	n/a
51 Dominica	0.001	5 346	5 346	-	-	0.001	6 854	6 854	-	-	1 508	1 508	-	-	28%	28%	n/a	n/a
52 Dominican Republic	0.087	465 144	246 526	218 617	189 978	0.068	466 103	247 034	219 068	200 009	959	508	451	10 031	0%	0%	0%	5%
53 Ecuador	0.099	529 300	280 530	248 771	216 182	0.078	534 647	283 363	251 284	229 422	5 347	2 833	2 513	13 240	1%	1%	1%	6%
54 Egypt	0.180	962 364	510 052	452 311	393 058	0.140	959 623	508 600	451 023	411 784	(2 741)	(1 452)	(1 288)	18 726	0%	0%	0%	5%
55 El Salvador	0.017	90 890	90 890	-	-	0.013	89 108	89 108	-	-	(1 782)	(1 782)	-	-	-2%	-2%	n/a	n/a
56 Equatorial Guinea	0.015	80 198	80 198	-	-	0.012	82 253	82 253	-	-	2 055	2 055	-	-	3%	3%	n/a	n/a
57 Eritrea	0.001	5 346	5 346	-	-	0.001	6 854	6 854	-	-	1 508	1 508	-	-	28%	28%	n/a	n/a
58 Estonia	0.057	304 750	304 750	-	-	0.044	301 596	301 596	-	-	(3 154)	(3 154)	-	-	-1%	-1%	n/a	n/a
59 Eswatini	0.003	16 040	16 040	-	-	0.002	13 709	13 709	-	-	(2 331)	(2 331)	-	-	-15%	-15%	n/a	n/a
60 Ethiopia	0.010	53 464	53 464	-	-	0.010	68 544	68 544	-	-	15 080	15 080	-	-	28%	28%	n/a	n/a
61 Fiji	0.005	26 732	26 732	-	-	0.004	27 418	27 418	-	-	686	686	-	-	3%	3%	n/a	n/a
62 Finland	0.539	2 881 748	1 527 326	1 354 421	1 176 992	0.420	2 878 868	1 525 800	1 353 068	1 235 351	(2 880)	(1 526)	(1 353)	58 359	0%	0%	0%	5%
63 France	5.578	29 822 610	15 805 984	14 016 626	12 180 448	4.349	29 809 997	15 799 299	14 010 699	12 791 768	(12 613)	(6 685)	(5 927)	611 320	0%	0%	0%	5%
64 Gabon	0.017	90 890	90 890	-	-	0.013	89 108	89 108	-	-	(1 782)	(1 782)	-	-	-2%	-2%	n/a	n/a
65 Gambia	0.001	5 346	5 346	-	-	0.001	6 854	6 854	-	-	1 508	1 508	-	-	28%	28%	n/a	n/a
66 Georgia	0.010	53 464	53 464	-	-	0.008	54 836	54 836	-	-	1 372	1 372	-	-	3%	3%	n/a	n/a
67 Germany	7.894	42 205 034	22 368 668	19 836 366	17 237 802	6.155	42 189 132	22 360 240	19 828 892	18 103 778	(15 902)	(8 428)	(7 474)	865 976	0%	0%	0%	5%
68 Ghana	0.031	165 740	165 740	-	-	0.024	164 507	164 507	-	-	(1 233)	(1 233)	-	-	-1%	-1%	n/a	n/a
69 Greece	0.420	2 245 518	1 190 124	1 055 392	917 136	0.327	2 241 405	1 187 945	1 053 460	961 809	(4 113)	(2 179)	(1 932)	44 673	0%	0%	0%	5%
70 Grenada	0.001	5 346	5 346	-	-	0.001	6 854	6 854	-	-	1 508	1 508	-	-	28%	28%	n/a	n/a
71 Guatemala	0.053	283 364	283 364	-	-	0.041	281 032	281 032	-	-	(2 332)	(2 332)	-	-	-1%	-1%	n/a	n/a
72 Guinea	0.004	21 386	21 386	-	-	0.003	20 563	20 563	-	-	(823)	(823)	-	-	-4%	-4%	n/a	n/a
73 Guinea-Bissau	0.001	5 346	5 346	-	-	0.001	6 854	6 854	-	-	1 508	1 508	-	-	28%	28%	n/a	n/a
74 Guyana	0.005	26 732	26 732	-	-	0.004	27 418	27 418	-	-	686	686	-	-	3%	3%	n/a	n/a
75 Haiti	0.008	42 772	42 772	-	-	0.006	41 127	41 127	-	-	(1 645)	(1 645)	-	-	-4%	-4%	n/a	n/a
76 Honduras	0.012	64 158	64 158	-	-	0.009	61 690	61 690	-	-	(2 468)	(2 468)	-	-	-4%	-4%	n/a	n/a
77 Hungary	0.295	1 577 208	835 920	741 289	644 180	0.230	1 576 523	835 557	740 966	676 502	(685)	(363)	(323)	32 322	0%	0%	0%	5%
78 Iceland	0.046	245 938	245 938	-	-	0.036	246 760	246 760	-	-	822	822	-	-	0%	0%	n/a	n/a
79 India	1.349	7 212 388	3 822 566	3 389 823	2 945 756	1.052	7 210 880	3 821 766	3 389 114	3 094 261	(1 508)	(800)	(709)	148 505	0%	0%	0%	5%
80 Indonesia	0.709	3 790 648	2 009 044	1 781 604	1 548 214	0.553	3 790 510	2 008 970	1 781 540	1 626 546	(138)	(74)	(64)	78 332	0%	0%	0%	5%
81 Iran, Islamic Republic of	0.479	2 560 960	1 357 308	1 203 650	1 045 972	0.374	2 563 564	1 358 689	1 204 875	1 100 051	2 604	1 381	1 225	54 079	0%	0%	0%	5%
82 Iraq	0.165	882 168	467 550	414 619	360 304	0.129	884 224	468 639	415 585	379 429	2 056	1 089	966	19 125	0%	0%	0%	5%
83 Ireland	0.567	3 031 448	1 606 668	1 424 780	1 238 134	0.442	3 029 666	1 605 723	1 423 943	1 300 060	(1 782)	(945)	(837)	61 926	0%	0%	0%	5%
84 Italy	4.119	22 022 110	11 671 718	10 350 391	8 994 490	3.212	22 016 489	11 668 739	10 347 750	9 447 496	(5 621)	(2 979)	(2 641)	453 006	0%	0%	0%	5%
85 Jamaica	0.010	53 464	53 464	-	-	0.008	54 836	54 836	-	-	1 372	1 372	-	-	3%	3%	n/a	n/a
86 Japan	10.377	55 480 320	29 404 570	26 075 751	22 659 828	8.091	55 459 345	29 393 453	26 065 892	23 798 159	(20 975)	(11 117)	(9 859)	1 138 331	0%	0%	0%	5%
87 Jordan	0.028	149 702	149 702	-	-	0.022	150 798	150 798	-	-	1 096	1 096	-	-	1%	1%	n/a	n/a
88 Kazakhstan	0.172	919 594	487 384	432 209	375 590	0.134	918 496	486 803	431 693	394 136	(1 098)	(581)	(516)	18 546	0%	0%	0%	5%
89 Kenya	0.039	208 512	208 512	-	-	0.030	205 633	205 633	-	-	(2 879)	(2 879)	-	-	-1%	-1%	n/a	n/a
90 Kiribati	0.001	5 346	5 346	-	-	0.001	6 854	6 854	-	-	1 508	1 508	-	-	28%	28%	n/a	n/a

41 C/5					Draft simulation 42 C/5 - Budget level \$685.4M ⁽²⁾																
0.869 EUR/USD budget rate					42 C/5 simulation \$685.4M					Amounts variations vs 41 C/5				% variations vs 41 C/5							
Assessment (scale)	Apportionment of USD budget	Assessment ⁽¹⁾			Assessment (scale)	Apportionment of USD budget	Assessment ⁽¹⁾			Apportionment of USD budget	USD portion	EUR portion expressed in USD	EUR portion expressed in EUR	Apportionment of USD budget	USD portion	EUR portion expressed in USD	EUR portion expressed in EUR	Apportionment of USD budget	USD portion	EUR portion expressed in USD	EUR portion expressed in EUR
		USD portion	EUR portion expressed in USD	EUR portion expressed in EUR			USD portion	EUR portion expressed in USD	EUR portion expressed in EUR												
%	534 647 000	53%	47%		685 444 872	53%	47%		USD	USD	USD	EUR	USD	USD	USD	EUR	%	%	%	%	
91 Kuwait	0.302	1 614 634	855 756	758 877	659 464	0.236	1 617 650	857 354	760 295	694 150	3 016	1 598	1 419	34 686	0%	0%	0%	5%			
92 Kyrgyzstan	0.003	16 040	16 040	-	-	0.002	13 709	13 709	-	-	(2 331)	(2 331)	-	-	-15%	-15%	n/a	n/a			
93 Lao People's Democratic Republic	0.009	48 118	48 118	-	-	0.007	47 981	47 981	-	-	(137)	(137)	-	-	0%	0%	n/a	n/a			
94 Latvia	0.065	347 520	347 520	-	-	0.050	342 722	342 722	-	-	(4 798)	(4 798)	-	-	-1%	-1%	n/a	n/a			
95 Lebanon	0.046	245 938	245 938	-	-	0.036	246 760	246 760	-	-	822	822	-	-	0%	0%	n/a	n/a			
96 Lesotho	0.001	5 346	5 346	-	-	0.001	6 854	6 854	-	-	1 508	1 508	-	-	28%	28%	n/a	n/a			
97 Liberia	0.001	5 346	5 346	-	-	0.001	6 854	6 854	-	-	1 508	1 508	-	-	28%	28%	n/a	n/a			
98 Libya	0.023	122 970	122 970	-	-	0.018	123 380	123 380	-	-	410	410	-	-	0%	0%	n/a	n/a			
99 Lithuania	0.099	529 300	280 530	248 771	216 182	0.078	534 647	283 363	251 284	229 422	5 347	2 833	2 513	13 240	1%	1%	1%	6%			
100 Luxembourg	0.088	470 490	249 360	221 130	192 162	0.069	472 957	250 667	222 290	202 951	2 467	1 307	1 160	10 789	1%	1%	1%	6%			
101 Madagascar	0.005	26 732	26 732	-	-	0.004	27 418	27 418	-	-	686	686	-	-	3%	3%	n/a	n/a			
102 Malawi	0.003	16 040	16 040	-	-	0.002	13 709	13 709	-	-	(2 331)	(2 331)	-	-	-15%	-15%	n/a	n/a			
103 Malaysia	0.450	2 405 912	1 275 134	1 130 778	982 646	0.351	2 405 912	1 275 133	1 130 778	1 032 401	(0)	(1)	0	49 755	0%	0%	0%	5%			
104 Maldives	0.005	26 732	26 732	-	-	0.004	27 418	27 418	-	-	686	686	-	-	3%	3%	n/a	n/a			
105 Mali	0.006	32 078	32 078	-	-	0.005	34 272	34 272	-	-	2 194	2 194	-	-	7%	7%	n/a	n/a			
106 Malta	0.025	133 662	133 662	-	-	0.019	130 235	130 235	-	-	(3 427)	(3 427)	-	-	-3%	-3%	n/a	n/a			
107 Marshall Islands	0.001	5 346	5 346	-	-	0.001	6 854	6 854	-	-	1 508	1 508	-	-	28%	28%	n/a	n/a			
108 Mauritania	0.003	16 040	16 040	-	-	0.002	13 709	13 709	-	-	(2 331)	(2 331)	-	-	-15%	-15%	n/a	n/a			
109 Mauritius	0.025	133 662	133 662	-	-	0.019	130 235	130 235	-	-	(3 427)	(3 427)	-	-	-3%	-3%	n/a	n/a			
110 Mexico	1.577	8 431 384	4 468 634	3 962 750	3 443 630	1.230	8 430 972	4 468 415	3 962 557	3 617 814	(412)	(219)	(193)	174 184	0%	0%	0%	5%			
111 Micronesia, Federated States of	0.001	5 346	5 346	-	-	0.001	6 854	6 854	-	-	1 508	1 508	-	-	28%	28%	n/a	n/a			
112 Monaco	0.014	74 850	74 850	-	-	0.011	75 399	75 399	-	-	549	549	-	-	1%	1%	n/a	n/a			
113 Mongolia	0.005	26 732	26 732	-	-	0.004	27 418	27 418	-	-	686	686	-	-	3%	3%	n/a	n/a			
114 Montenegro	0.005	26 732	26 732	-	-	0.004	27 418	27 418	-	-	686	686	-	-	3%	3%	n/a	n/a			
115 Morocco	0.071	379 600	379 600	-	-	0.055	376 995	376 995	-	-	(2 605)	(2 605)	-	-	-1%	-1%	n/a	n/a			
116 Mozambique	0.005	26 732	26 732	-	-	0.004	27 418	27 418	-	-	686	686	-	-	3%	3%	n/a	n/a			
117 Myanmar	0.010	53 464	53 464	-	-	0.010	68 544	68 544	-	-	15 080	15 080	-	-	28%	28%	n/a	n/a			
118 Namibia	0.012	64 158	64 158	-	-	0.009	61 690	61 690	-	-	(2 468)	(2 468)	-	-	-4%	-4%	n/a	n/a			
119 Nauru	0.001	5 346	5 346	-	-	0.001	6 854	6 854	-	-	1 508	1 508	-	-	28%	28%	n/a	n/a			
120 Nepal	0.010	53 464	53 464	-	-	0.010	68 544	68 544	-	-	15 080	15 080	-	-	28%	28%	n/a	n/a			
121 Netherlands	1.779	9 511 370	5 041 026	4 470 343	3 884 728	1.387	9 507 120	5 038 774	4 468 347	4 079 600	(4 250)	(2 252)	(1 996)	194 872	0%	0%	0%	5%			
122 New Zealand	0.399	2 133 242	1 130 618	1 002 624	871 280	0.311	2 131 734	1 129 819	1 001 915	914 748	(1 508)	(799)	(709)	43 468	0%	0%	0%	5%			
123 Nicaragua	0.006	32 078	32 078	-	-	0.005	34 272	34 272	-	-	2 194	2 194	-	-	7%	7%	n/a	n/a			
124 Niger	0.004	21 386	21 386	-	-	0.003	20 563	20 563	-	-	(823)	(823)	-	-	-4%	-4%	n/a	n/a			
125 Nigeria	0.235	1 256 420	665 902	590 518	513 160	0.183	1 254 364	664 813	589 551	538 260	(2 056)	(1 089)	(967)	25 100	0%	0%	0%	5%			
126 Niue	0.001	5 346	5 346	-	-	0.001	6 854	6 854	-	-	1 508	1 508	-	-	28%	28%	n/a	n/a			
127 North Macedonia	0.009	48 118	48 118	-	-	0.007	47 981	47 981	-	-	(137)	(137)	-	-	0%	0%	n/a	n/a			
128 Norway	0.877	4 688 854	2 485 092	2 203 761	1 915 068	0.684	4 688 443	2 484 875	2 203 568	2 011 858	(411)	(217)	(192)	96 790	0%	0%	0%	5%			
129 Oman	0.143	764 546	405 210	359 337	312 264	0.112	767 698	406 880	360 818	329 427	3 152	1 670	1 481	17 163	0%	0%	0%	5%			
130 Pakistan	0.147	785 932	416 544	369 388	320 998	0.115	788 262	417 779	370 483	338 251	2 330	1 235	1 095	17 253	0%	0%	0%	5%			
131 Palau	0.001	5 346	5 346	-	-	0.001	6 854	6 854	-	-	1 508	1 508	-	-	28%	28%	n/a	n/a			
132 Panama	0.116	620 190	328 700	291 489	253 304	0.091	623 755	330 590	293 165	267 659	3 565	1 890	1 676	14 355	1%	1%	1%	6%			
133 Papua New Guinea	0.013	69 504	69 504	-	-	0.010	68 544	68 544	-	-	(960)	(960)	-	-	-1%	-1%	n/a	n/a			
134 Paraguay	0.034	181 780	181 780	-	-	0.026	178 216	178 216	-	-	(3 564)	(3 564)	-	-	-2%	-2%	n/a	n/a			
135 Peru	0.211	1 128 106	597 896	530 209	460 752	0.164	1 124 130	595 789	528 341	482 375	(3 976)	(2 107)	(1 869)	21 623	0%	0%	0%	5%			
136 Philippines	0.274	1 464 934	776 416	688 518	598 322	0.214	1 466 852	777 432	689 420	629 441	1 918	1 016	903	31 119	0%	0%	0%	5%			
137 Poland	1.081	5 779 534	3 063 154	2 716 382	2 360 536	0.843	5 778 300	3 062 499	2 715 801	2 479 526	(1 234)	(655)	(581)	118 990	0%	0%	0%	5%			
138 Portugal	0.456	2 437 990	1 292 134	1 145 855	995 748	0.356	2 440 184	1 293 297	1 146 886	1 047 107	2 194	1 163	1 031	51 359	0%	0%	0%	5%			

41 C/5

Draft simulation 42 C/5 - Budget level \$685.4M ⁽²⁾

New budget rate 0.913 EUR/USD
Same Split 53% USD + 47% EUR

	0.869 EUR/USD budget rate					42 C/5 simulation \$685.4M					Amounts variations vs 41 C/5				% variations vs 41 C/5			
	Assessment (scale)	Apportionment of USD budget	Assessment ⁽¹⁾			Assessment (scale)	Apportionment of USD budget	Assessment ⁽¹⁾			Apportionment of USD budget	USD portion	EUR portion expressed in USD	EUR portion expressed in EUR	Apportionment of USD budget	USD portion	EUR portion expressed in USD	EUR portion expressed in EUR
			USD portion	EUR portion expressed in USD	EUR portion expressed in EUR			USD portion	EUR portion expressed in USD	EUR portion expressed in EUR								
%	534 647 000	53%	47%		%	685 444 872	53%	47%		USD	USD	USD	EUR	%	%	%	%	
139 Qatar	0.347	1 855 226	983 270	871 956	757 730	0.271	1 857 556	984 504	873 051	797 096	2 330	1 234	1 095	39 366	0%	0%	0%	5%
140 Republic of Korea	3.325	17 777 014	9 421 818	8 355 197	7 260 666	2.593	17 773 586	9 420 000	8 353 585	7 626 823	(3 428)	(1 818)	(1 612)	366 157	0%	0%	0%	5%
141 Republic of Moldova	0.006	32 078	32 078	-	-	0.005	34 272	34 272	-	-	2 194	2 194	-	-	7%	7%	n/a	n/a
142 Romania	0.403	2 154 628	1 141 952	1 012 674	880 014	0.314	2 152 297	1 140 717	1 011 580	923 572	(2 331)	(1 235)	(1 095)	43 558	0%	0%	0%	5%
143 Russian Federation	2.410	12 884 992	6 829 046	6 055 947	5 262 618	1.880	12 886 364	6 829 773	6 056 591	5 529 667	1 372	727	644	267 049	0%	0%	0%	5%
144 Rwanda	0.004	21 386	21 386	-	-	0.003	20 563	20 563	-	-	(823)	(823)	-	-	-4%	-4%	n/a	n/a
145 Saint Kitts and Nevis	0.003	16 040	16 040	-	-	0.002	13 709	13 709	-	-	(2 331)	(2 331)	-	-	-15%	-15%	n/a	n/a
146 Saint Lucia	0.003	16 040	16 040	-	-	0.002	13 709	13 709	-	-	(2 331)	(2 331)	-	-	-15%	-15%	n/a	n/a
147 Saint Vincent and the Grenadines	0.001	5 346	5 346	-	-	0.001	6 854	6 854	-	-	1 508	1 508	-	-	28%	28%	n/a	n/a
148 Samoa	0.001	5 346	5 346	-	-	0.001	6 854	6 854	-	-	1 508	1 508	-	-	28%	28%	n/a	n/a
149 San Marino	0.003	16 040	16 040	-	-	0.002	13 709	13 709	-	-	(2 331)	(2 331)	-	-	-15%	-15%	n/a	n/a
150 Sao Tome and Principe	0.001	5 346	5 346	-	-	0.001	6 854	6 854	-	-	1 508	1 508	-	-	28%	28%	n/a	n/a
151 Saudi Arabia	1.529	8 174 752	4 332 618	3 842 133	3 338 814	1.193	8 177 357	4 333 999	3 843 358	3 508 986	2 605	1 381	1 224	170 172	0%	0%	0%	5%
152 Senegal	0.009	48 118	48 118	-	-	0.007	47 981	47 981	-	-	(137)	(137)	-	-	0%	0%	n/a	n/a
153 Serbia	0.041	219 206	219 206	-	-	0.032	219 342	219 342	-	-	136	136	-	-	0%	0%	n/a	n/a
154 Seychelles	0.003	16 040	16 040	-	-	0.002	13 709	13 709	-	-	(2 331)	(2 331)	-	-	-15%	-15%	n/a	n/a
155 Sierra Leone	0.001	5 346	5 346	-	-	0.001	6 854	6 854	-	-	1 508	1 508	-	-	28%	28%	n/a	n/a
156 Singapore	0.651	3 480 552	1 844 692	1 635 860	1 421 562	0.508	3 482 060	1 845 492	1 636 568	1 494 187	1 508	800	709	72 625	0%	0%	0%	5%
157 Slovakia	0.200	1 069 294	566 726	502 568	436 732	0.156	1 069 294	566 726	502 568	458 845	0	(0)	(0)	22 113	0%	0%	0%	5%
158 Slovenia	0.102	545 340	289 030	256 311	222 734	0.080	548 356	290 629	257 727	235 305	3 016	1 599	1 417	12 571	1%	1%	1%	6%
159 Solomon Islands	0.001	5 346	5 346	-	-	0.001	6 854	6 854	-	-	1 508	1 508	-	-	28%	28%	n/a	n/a
160 Somalia	0.001	5 346	5 346	-	-	0.001	6 854	6 854	-	-	1 508	1 508	-	-	28%	28%	n/a	n/a
161 South Africa	0.315	1 684 138	892 594	791 544	687 852	0.246	1 686 194	893 683	792 511	723 563	2 056	1 089	967	35 711	0%	0%	0%	5%
162 South Sudan	0.003	16 040	16 040	-	-	0.002	13 709	13 709	-	-	(2 331)	(2 331)	-	-	-15%	-15%	n/a	n/a
163 Spain	2.757	14 740 218	7 812 316	6 927 903	6 020 348	2.149	14 730 210	7 807 011	6 923 199	6 320 881	(10 008)	(5 305)	(4 704)	300 533	0%	0%	0%	5%
164 Sri Lanka	0.058	310 096	310 096	-	-	0.045	308 450	308 450	-	-	(1 646)	(1 646)	-	-	-1%	-1%	n/a	n/a
165 State of Palestine	0.014	74 850	74 850	-	-	0.011	75 399	75 399	-	-	549	549	-	-	1%	1%	n/a	n/a
166 Sudan	0.010	53 464	53 464	-	-	0.010	68 544	68 544	-	-	15 080	15 080	-	-	28%	28%	n/a	n/a
167 Suriname	0.004	21 386	21 386	-	-	0.003	20 563	20 563	-	-	(823)	(823)	-	-	-4%	-4%	n/a	n/a
168 Sweden	1.125	6 014 780	3 187 834	2 826 946	2 456 616	0.877	6 011 352	3 186 016	2 825 335	2 579 531	(3 428)	(1 818)	(1 611)	122 915	0%	0%	0%	5%
169 Switzerland	1.465	7 832 578	4 151 266	3 681 312	3 199 060	1.142	7 827 780	4 148 724	3 679 057	3 358 979	(4 798)	(2 542)	(2 255)	159 919	0%	0%	0%	5%
170 Syrian Arab Republic	0.012	64 158	64 158	-	-	0.009	61 690	61 690	-	-	(2 468)	(2 468)	-	-	-4%	-4%	n/a	n/a
171 Tajikistan	0.004	21 386	21 386	-	-	0.003	20 563	20 563	-	-	(823)	(823)	-	-	-4%	-4%	n/a	n/a
172 Thailand	0.475	2 539 574	1 345 974	1 193 600	1 037 238	0.371	2 543 000	1 347 790	1 195 210	1 091 227	3 426	1 816	1 611	53 989	0%	0%	0%	5%
173 Timor-Leste	0.001	5 346	5 346	-	-	0.001	6 854	6 854	-	-	1 508	1 508	-	-	28%	28%	n/a	n/a
174 Togo	0.003	16 040	16 040	-	-	0.002	13 709	13 709	-	-	(2 331)	(2 331)	-	-	-15%	-15%	n/a	n/a
175 Tonga	0.001	5 346	5 346	-	-	0.001	6 854	6 854	-	-	1 508	1 508	-	-	28%	28%	n/a	n/a
176 Trinidad and Tobago	0.048	256 630	256 630	-	-	0.037	253 615	253 615	-	-	(3 015)	(3 015)	-	-	-1%	-1%	n/a	n/a
177 Tunisia	0.025	133 662	133 662	-	-	0.019	130 235	130 235	-	-	(3 427)	(3 427)	-	-	-3%	-3%	n/a	n/a
178 Türkiye	1.092	5 838 346	3 094 324	2 744 023	2 384 556	0.851	5 833 136	3 091 562	2 741 574	2 503 057	(5 210)	(2 762)	(2 449)	118 501	0%	0%	0%	5%
179 Turkmenistan	0.044	235 244	235 244	-	-	0.034	233 051	233 051	-	-	(2 193)	(2 193)	-	-	-1%	-1%	n/a	n/a
180 Tuvalu	0.001	5 346	5 346	-	-	0.001	6 854	6 854	-	-	1 508	1 508	-	-	28%	28%	n/a	n/a
181 Uganda	0.010	53 464	53 464	-	-	0.010	68 544	68 544	-	-	15 080	15 080	-	-	28%	28%	n/a	n/a
182 Ukraine	0.072	384 946	384 946	-	-	0.056	383 849	383 849	-	-	(1 097)	(1 097)	-	-	0%	0%	n/a	n/a
183 United Arab Emirates	0.820	4 384 106	2 323 576	2 060 529	1 790 600	0.640	4 386 847	2 325 029	2 061 818	1 882 440	2 741	1 453	1 289	91 840	0%	0%	0%	5%
184 United Kingdom of Great Britain and Northern Ireland	5.651	30 212 902	16 012 838	14 200 064	12 339 856	4.407	30 207 556	16 010 004	14 197 551	12 962 364	(5 346)	(2 834)	(2 513)	622 508	0%	0%	0%	5%
185 United Republic of Tanzania	0.010	53 464	53 464	-	-	0.010	68 544	68 544	-	-	15 080	15 080	-	-	28%	28%	n/a	n/a

41 C/5					Draft simulation 42 C/5 - Budget level \$685.4M ⁽²⁾													
0.869 EUR/USD budget rate					42 C/5 simulation \$685.4M					Amounts variations vs 41 C/5				% variations vs 41 C/5				
Assessment (scale)	Apportionment of USD budget	Assessment ⁽¹⁾			Assessment (scale)	Apportionment of USD budget	Assessment ⁽¹⁾			Apportionment of USD budget	USD portion	EUR portion expressed in USD	EUR portion expressed in EUR	Apportionment of USD budget	USD portion	EUR portion expressed in USD	EUR portion expressed in EUR	
		USD portion	EUR portion expressed in USD	EUR portion expressed in EUR			USD portion	EUR portion expressed in USD	EUR portion expressed in EUR									%
%	USD	USD	USD	EUR	%	USD	USD	USD	EUR	USD	USD	USD	EUR	%	%	%	%	
186 United States of America					22.000	150 797 872	79 922 872	70 875 000	64 708 875	150 797 872	79 922 872	70 875 000	64 708 875	n/a	n/a	n/a	n/a	
187 Uruguay	0.119	636 230	337 202	299 029	0.093	637 464	337 856	299 608	273 542	1 234	654	579	13 686	0%	0%	0%	5%	
188 Uzbekistan	0.035	187 126	187 126	-	0.027	185 070	185 070	-	-	(2 056)	(2 056)	-	-	-1%	-1%	n/a	n/a	
189 Vanuatu	0.001	5 346	5 346	-	0.001	6 854	6 854	-	-	1 508	1 508	-	-	28%	28%	n/a	n/a	
190 Venezuela, Bolivarian Republic of	0.226	1 208 302	640 400	567 901	0.176	1 206 383	639 383	567 000	517 671	(1 919)	(1 017)	(901)	24 165	0%	0%	0%	5%	
191 Viet Nam	0.120	641 576	340 036	301 540	0.094	644 318	341 489	302 830	276 483	2 742	1 453	1 290	14 445	0%	0%	0%	6%	
192 Yemen	0.010	53 464	53 464	-	0.008	54 836	54 836	-	-	1 372	1 372	-	-	3%	3%	n/a	n/a	
193 Zambia	0.010	53 464	53 464	-	0.008	54 836	54 836	-	-	1 372	1 372	-	-	3%	3%	n/a	n/a	
194 Zimbabwe	0.009	48 118	48 118	-	0.007	47 981	47 981	-	-	(137)	(137)	-	-	0%	0%	n/a	n/a	
TOTAL	100.000	534 647 000	287 931 252	246 715 748	214 395 984	100.000	685 444 872	367 908 765	317 536 107	289 910 466	150 797 872	79 977 513	70 820 359	75 514 482	28%	28%	29%	35%

(1) The split USD/EUR is applicable to Member States with annual contributions > \$200,000

(2) The simulation is made using the current scale of assessment. The scale will change in the middle of 42 C/5 and will change the assessment for the second year of the biennium. Invoices will be adjusted accordingly.

Proposed - subject to change

Appendix A - Technical explanation on the Staff costs assumptions

1. The staff cost budget represents the estimate of the biennial costs of the **established posts** funded under the regular budget, the Special Account for Management Costs, and revenue-generating funds. In addition, the estimate for the Project Appointments (PA) funded by voluntary contributions have also been included. While these PA contracts are not issued against established posts, PAs represent a considerable portion at almost 25% of the Organization's human resources, therefore such estimates are included under the voluntary contribution budget. Actual costs for PAs may turn out to be different from these estimates as the volume of PA contracts largely depends on VC funded projects' resource requirements, which are established at the time of finalizing the details of related agreements with donors.
2. **Standard costs** (i.e. average biennial costs by grade and by duty station) are used to estimate the staff cost budget. Standard costs are established per grade and location based on the most recent official indices and analyses of actual expenditure trends observed during the recent biennia, and take into account the increases foreseen in these expenses over the 2024-2025 biennium. Standard cost calculations therefore take into account:
 - the estimate of the average "within-grade step" of all staff members foreseen for the next biennium;
 - the latest scale of base salary and of pensionable remuneration, post adjustment classification, as well as projected changes based on their future evolution (see below);
 - the principles concerning the Organization's contribution to the Medical Benefits Fund in place, and the actual contributions over the recent biennia;
 - updated conditions for the various allowances, and their expenditure patterns over the recent years; and
 - updated budget exchange rate (\$1=0.913€) replacing the 41 C/5 budget rate (\$1=€0.869)
3. It is to be noted that, while the provision for the **After-Service Health Insurance (ASHI) long-term liability** under the 41 C/5 was provided in a single separate appropriation line in an amount corresponding to 1% of the total staff costs, this provision of 1% has now been budgeted within each established post, i.e., the ASHI costs are included in the standard costs. In addition to this, a proposal has been made (216 EX/21) to align the percentage charged on staff costs for ASHI under the regular budget and revenue generating funds to that charged under voluntary contribution funded staff costs, i.e. to 4%. Should this proposal be approved, the corresponding **additional** cost could be funded from an increase in the assessment of Member States under the 42 C/5, or as a lump sum from other sources of assessed contributions, as determined by Member States. Some explanations on the level and the components of the 42 C/5 staff cost budget are provided below:
 - i. The 2024-2025 standard costs for the 42 C/5 applied to all the established posts reflects the statutory increases which have occurred already in the current biennium, as well as those expected to occur in the remaining period of the biennium, including:
 - a. two increases in post adjustment for professional staff at Headquarters: these are a 3.8% increase effective 1 February 2022, and 5.5% effective 1 August 2022 reflecting both inflations, and the result of the latest cost of living surveys, as determined by ICSC;
 - b. increase in the pensionable remuneration scale for professional staff (this impacts the pension contribution to be made by the Organization on behalf of staff), which have occurred twice this biennium, i.e. 1 February 2022 (3.6%) and 1 February 2023 (6.2%);
 - c. increase in the base salary scale for the General Service category of 2% effective 1 September 2022;

- d. further base salary scale increase for the General Service category expected to occur in Autumn 2023,
 - e. estimates for “within-grade step” increments expected to be granted during the biennium, and;
 - f. periodic increases for the Field local posts in various duty stations which occur during the biennium.
 - g. The revision of the budget rate compared to the one presented under the 216 EX/17 has generated an additional cost estimated to \$13.7 million USD for the regular budget and Management Cost Account (VC share)
- ii. Consistent with the 41 C/5, certain charges have been included in the standard staff costs for the purpose of financing the long-term and house-wide obligations of the Organization, including:
- a. 1% charge for the purpose of financing the cost of terminal indemnities and repatriation grants due in respect of staff who leave the Organization.
 - b. 1% charge for funding the long-term capital financing needs, which will be pooled into the Special Account for Capital and Strategic Investment (CSI),
 - c. And 1% charge for the ASHI, as already explained above.
- iii. In line with past practice, the estimate of overall staff costs is adjusted to take into account anticipated staff turnover and recruitment delays, as well as the need to replace these vacancies by temporary assistance, by applying a “lapse factor”, i.e., a certain budget reduction in terms of percentage. **This lapse factor for the 42 C/5 is proposed at 3%**, i.e., reverting back to the level of the 40 C/5 (3%). This is due to the fact that the needs for hiring temporary assistance to address the gaps created by the vacancies are constantly growing under all sectors/bureaux, therefore a lower lapse factor is required to enable the overall management of staff cost expenditure and vacancy savings can better accommodate such needs. It is also noted that replacements for staff absent for longer periods on sick leave or maternity/paternity leave are also funded from vacancy savings currently, to the extent that these are available. The latest changes approved by the UN General Assembly on the recommendation of the International Civil Service Commission on the introduction of “parental leave” will make the pressure for replacement of staff much more intense and funding will need to be provided wherever possible to temporarily replace colleagues on parental leave.

Appendix B - UNESCO Staff Savings and Loan Services

INCOME (in USD '000)		EXPENDITURE (in USD '000)	
A. Interest on loans to members	1 700 000	I. Personnel costs:	
		Established posts (10)	2 545 000
B. Bank and investment interest	19 010 000	II. Administrative expenses	260 000
		III. Loan insurance	400 000
		IV. Computer expenses	620 000
		V. Other costs	95 000
		Total, I - V	3 920 000
		VI. Contribution to the costs of fees of the External Auditor	190 000
		VII. Contribution to subscriptions to banking services	180 000
		TOTAL, VI-VII	4 290 000
		Interest paid to members and reserves	16 420 000
GRAND TOTAL	20 710 000	GRAND TOTAL	20 710 000

Note: USLS income is highly dependent on financial market conditions. The years 2020 and 2021 were a challenging period for investments as central banks slashed interest rates to support economies during the COVID crisis, which negatively impacted the income earned during this period. However, since 2022, yields have been rising and quite significantly in US dollar as central banks started a tightening cycle to combat the high level inflation affecting economies worldwide.

The running cost of the new USLS main IT system is included in the above table as its replacement is planned to occur in 2023.

As a good practice, USLS has set aside operating reserves to cover potential operating deficits it may face in the future.

Appendix C - Restatement of 41 C/5 Integrated Budget Framework (IBF)

	41 C/5 Approved	41 C/5 Adjusted (31.12.2022)	Budget Structure Modifications		Total Adjustments	41 C/5 Restated
			ASHI distribution	Others		
PART I - GENERAL POLICY AND DIRECTION						
A. Governing Bodies	10 584 600	10 584 600	25 354	(1 339 000) ⁽¹⁾	(1 313 646)	9 270 954
B. Direction						
Directorate	9 486 200	9 486 200	84 539		84 539	9 570 739
Internal Oversight	7 636 900	8 116 610	69 874		69 874	8 186 484
International Standards and Legal Affairs	5 633 100	5 633 100	52 283		52 283	5 685 383
Ethics	1 192 000	1 192 000	8 736		8 736	1 200 736
C. Participation in the Joint Machinery of the United Nations System	15 141 500	14 224 900			-	14 224 900
TOTAL, PART I	49 674 300	49 237 410	240 786	(1 339 000)	(1 098 214)	48 139 196
PART II - PROGRAMMES AND PROGRAMME-RELATED SERVICES						
A. Programmes	526 267 000	526 220 200	598 212		598 212	526 818 412
Education	167 824 730	167 498 231	312 018		312 018	167 810 249
Natural sciences	31 815 240	31 806 316	92 618		92 618	31 898 934
Intergovernmental Oceanographic Commission	59 100 000	59 073 600	211 600		211 600	59 285 200
Social and human sciences	244 933 236	244 883 062	376 220		376 220	245 259 282
Culture	61 203 429	61 179 960	200 051		200 051	61 380 011
Communication and information	28 200 000	28 200 000			-	28 200 000
UNESCO Institute for Statistics	28 200 000	28 200 000			-	28 200 000
Total, Part II.A	1 119 343 635	1 118 861 369	1 790 719	-	1 790 719	1 120 652 088
B. Programme-related services						
Sector for Priority Africa and External Relations	16 207 100	16 556 305	145 918		145 918	16 702 223
Office of the ADG and Field Coordination						
Coordination and monitoring of action to benefit Africa						
External relations						
Coordination and monitoring of action to implement Priority Gender Equality	1 948 400	1 948 400	17 277		17 277	1 965 677
Strategic planning	13 325 900	13 513 824	121 039		121 039	13 634 863
Communication and Public Engagement	12 972 200	12 972 200	93 878		93 878	13 066 078
Field Offices Programme Management and Support Services	103 960 965	104 608 965	612 486	326 500 ⁽²⁾	938 986	105 547 951
Total, Part II.B	148 414 565	149 599 694	990 597	326 500	1 317 097	150 916 791
PART II.C - Participation Programme and Fellowships	13 466 000	13 411 137	14 498		14 498	13 425 635
TOTAL, PART II	1 281 224 200	1 281 872 200	2 795 813	326 500	3 122 313	1 284 994 513
PART III - Corporate Services						
A. Sector for Administration and Management						
Office of the ADG of Administration and Management	6 600 100	6 600 100	60 123		60 123	6 660 223
Human resources management	31 776 800	31 766 800	153 393		153 393	31 920 193
Financial management	10 925 500	10 925 500	99 204	1 339 000 ⁽¹⁾	1 438 204	12 363 704
Operational Support	28 382 760	28 382 760	139 153		139 153	28 521 913
Organization of Conferences, Languages and Documents	30 054 550	30 064 550	202 200		202 200	30 266 750
Digital Business Solutions	30 563 800	30 563 800	172 914		172 914	30 736 714
Management of Security and Safety	12 887 900	12 887 900	108 324		108 324	12 996 224
B. Headquarters Common Costs	9 411 600	9 411 600		(326 500) ⁽²⁾	(326 500)	9 085 100
TOTAL, PART III	160 603 010	160 603 010	935 311	1 012 500	1 947 811	162 550 821
TOTAL, PARTS I - III	1 491 501 510	1 491 712 620	3 971 910	-	3 971 910	1 495 684 530
After Service Health Insurance long-term liability (ASHI)	3 971 910	3 971 910	(3 971 910)		(3 971 910)	-
TOTAL, ASHI	3 971 910	3 971 910	(3 971 910)	-	(3 971 910)	-
TOTAL, OPERATING BUDGET	1 495 473 420	1 495 684 530	-	-	-	1 495 684 530
CAPITAL BUDGET REPAYMENTS						
Loan repayment IBE	22 000	22 000	-		-	22 000
Loan repayment Miollis building	5 042 200	5 042 200	-		-	5 042 200
TOTAL, CAPITAL REPAYMENTS	5 064 200	5 064 200	-	-	-	5 064 200
GRAND TOTAL, INTEGRATED BUDGET FRAMEWORK	1 500 537 620	1 500 748 730	-	-	-	1 500 748 730

(1) External Audit fees

(2) IT Licenses for Field Offices



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Items 3.1 and 3.2 of the provisional agenda

DRAFT PROGRAMME AND BUDGET FOR 2024-2025 (42 C/5)

CORRIGENDUM

Volume 2

Under Major Programme II, the paragraph 02011 should read as follows:

02011 As a contribution to the United Nations' Early Warning for All Executive Action Plan 2023-2027, UNESCO will further improve and develop the flood and drought monitoring and forecasting tools.

Under Major Programme IV, the table CLT – Contribution to Global Priority Africa Flagship Programmes (in USD '000) should read as follows:

	Flagship Programmes			
	Regular Budget	Revenue Generating Fund/OPF	Voluntary Contributions	Total IBF
Flagship Programme 3	1 236	48	12 711	13 995
Total	1 236	48	12 711	13 995

