

Do you consider that the issues to be mainstreamed (as defined in document 31 C/4 – namely the needs of women, youth, LDCs and Africa), as well as the culture of peace, were sufficiently addressed in document 32 C/5 Approved? If not, what could be done to improve the situation?

Do you support the mainstreaming approach in general? How could this approach be more effectively applied?

Do you favour a more limited list of mainstreaming areas, and if so, what would be your preference? Or, do you favour the addition of other mainstreaming issues – and if so, which ones (recognizing that this would require an adjustment in the 31 C/4)?

IV. PROGRAMME DELIVERY AND IMPACT

Results-based approach

41. In the 32 C/5 Approved, a major effort was made to introduce and apply in a systematic way results-based programming and budgeting, through the formulation of expected results for each main line of action and the formulation of performance indicators, covering to the maximum extent possible and in a measurable manner the results area. The preparation of the 33 C/5 is an important opportunity to ensure further refinement of the results-based approach for all areas of the Organization – Headquarters, field offices and institutes – by introducing benchmarks pertaining to various performance indicators.

Are you satisfied with the development and introduction of the results-based programming approach, as reflected in 31 C/5 and 32 C/5?

Do you have suggestions for further improvements and presentation of the results components in the 33 C/5?

Decentralization

42. As an intergovernmental organization with a universal mandate, UNESCO is expected to formulate strategies addressing world problems. However, such strategies can be effective only if they are sufficiently flexible to be adapted to the specific problems of Member States, as expressed at the regional, subregional or national level. The **decentralization strategy** is therefore designed for combining both relevance and field efficiency: on the one hand it aims at serving Member States more effectively by responding to their particular needs and circumstances by drawing full benefit from the wealth of knowledge, experience and ideas accumulated or generated throughout the world and, on the other hand, to inform policies and actions at the global level by taking stock of field experience. This dual approach fully expresses UNESCO's unity of conception and action, major comparative advantages of a universal organization.

43. Within the decentralization strategy, cluster offices – and national offices where they exist – are the principal platform for programme management and delivery at the level of Member States, in particular with a view to assisting in policy design and capacity-building together with a mobilization of extrabudgetary funds for the implementation of development projects in line with the Organization's mandate and programmes. The latter function is not supported by specific funding in current C/5 documents. It is currently left to the judgement of Sectors and field units to identify and allocate decentralized funds for this purpose. A different approach existed until the 1996-1997 biennium (28 C/5) whereby "Cooperation for Development" funds had been earmarked under each Major Programme with the specific purpose of strengthening cooperation with Member