

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

*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?*

14. For the first time in the context of a Medium-Term Strategy framework, regional and subregional strategies are being formulated. Building upon ongoing regional integration processes and priorities, they aim at adapting UNESCO's global strategies to local features, conditions and initiatives. These regional strategies also serve as a framework for the elaboration by the cluster offices, regional bureaux and national offices of the biennial work plans, which outline activities to be carried out in the respective regions and subregions, in the context of the Approved Programme and Budget, largely funded through decentralization of resources from the major programmes.

*Are you satisfied with the present programming sequence, starting with regional consultations, the subsequent elaboration and approval of a global C/5 document and the ultimate formulation and work plans for programme implementation? What improvements, if any, would you suggest to this process?*

15. Document 31 C/5 Approved envisages substantial decentralization of programme funds of up to 67% in some programme areas. The actual rate varies from one sector/major programme to another, depending upon the content, nature and type of activities envisaged, and also the staffing situation and delivery capacity in field offices. At present, the stipulated rates of decentralization by sector/major programme are as follows: Major Programme I: 62.2%; Major Programme II: 36.5%; Major Programme III: 36.3%; Major Programme IV: 39.9%; and Major Programme V: 41.9%.

*Do you consider the decentralization rates for programme resources in document 31 C/5 Approved sufficient? Should there be a minimum rate of decentralization for each sector/major programme (e.g. 40%? 50%? more?), bearing in mind available human resources capacity and delivery capacity?*

16. The implementation of the new decentralization policy, with cluster (and national) offices henceforth being the principal platform for programme delivery, aims at bringing UNESCO's action at the country and regional levels closer to the Member States and their needs. The new field network structure will strive to increase the overall impact and relevance of the Organization's activities.