

UNESCO for the People

A vision inspired by people

2025-2029

اليونسكو من أجل الشعوب
Unesco for the People
L'Unesco pour les peuples

 Khaled
El-Enany





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UNESCO for the People places human beings at the core of its mission, without distinction or discrimination, leaving no one behind. It is a UNESCO that effectively acts to improve people's lives, transcend borders, enable nations to prosper in peace and dignity, and cultivate collective hope for a better tomorrow.

This vision is not only mine. It is, above all, yours.

It is the result of a journey of stimulating discussions, and over sixty-five countries visited around the world since 2023, where I listened, engaged, and learned from people of diverse backgrounds and cultures. Rooted in my core values, this vision is enriched by my firsthand experience and understanding of real challenges facing education, scientific research, culture, and management of large institutions, along with exposure to international practices.





UNESCO is a vast family driven by all Member States. Convinced that the Secretariat's primary role is the effective and impartial implementation of Member States' decisions, and the submission of proposals meeting their priorities, I would adopt an open-door policy and organize regular meetings with Permanent Delegations. I pledge to serve as a cultural bridge, fostering consensus through depoliticized technical deliberations, and strengthening dialogue with Governing Bodies. My references will be UNESCO's Constitution, its standard-setting instruments and strategies, as well as the Universal Declaration of Human Rights.

UNESCO will assert itself as a cornerstone of multilateralism, developing synergies and joining forces within the wider UN family, actively advancing 2030 Agenda and beyond, and optimizing collaboration with multilateral platforms and civil society.

UNESCO's full mandate will be honored while adapting to evolving realities and addressing global, regional, and national challenges. The Organization's four strategic objectives and five functions, adopted in the Medium-Term Strategy 2022-2029, will be rigorously upheld through a peace-, human rights-, and sustainable development- based approach.

UNESCO's fields of competence – education, science, culture, communication, and information – will continue to be promoted as global public goods. Meanwhile, teachers, scientists, researchers, artists, journalists, and all people embodying and disseminating the Organization's mission, will be championed, and their rights will be safeguarded, to enable each of them to flourish and become a catalyst in building peace.



People Prospering in Peace...

UNESCO will remain steadfast in its contribution to peace – the Organization’s *raison d’être* – harnessing soft power diplomacy through its fields of competence. It will continue addressing the root causes of conflicts, including racism, hate speech, prejudice, and discrimination, whether spoken, written, or online. UNESCO will work with Member States to promote a culture of peace and develop legal frameworks and policies protecting rights and freedoms pertaining to education, scientific progress, cultural life, access to information, water, and sanitation, and freedom of opinion and expression.



People Empowered through Quality Education...

Education is the cornerstone for peace and security, human rights, rule of law, and development. Through its different forms, it equips learners with tools and skills to thrive. UNESCO helps Member States safeguard the right to education for all – particularly girls –, involving marginalized communities, and students with disabilities, while enhancing education systems’ governance, and addressing challenges highlighted by TES, and GEM reports. It will advocate for increased investment, adequate infrastructure, and internet accessibility. Education for peace and human rights, sustainable development, and global citizenship will be championed, including education on genocide and violent pasts. UNESCO will prioritize lifelong learning approach from early childhood to higher education, encompassing literacy, adult learning, STEM, and TVET. It will elevate teachers’ status, capacity, and address their shortages. Additionally, it will promote accessible and reliable OER, modernize curricula, with emphasis on digital learning, and envision the future of education to meet evolving job market needs. UNESCO will continue supporting policies promoting culture and arts, physical education, and students’ health and well-being. As the lead UN agency in education, the Organization will boost synergies among multilateral agencies and donors, and leverage its networks of institutes, centers, and schools.





People Thriving through Science...

Ethical, responsible, and inclusive science, technology, and innovation foster social cohesion and drive sustainable development. UNESCO defends the right to science and the freedom and safety of scientists, particularly women and youth. It will continue advocating for investment in research, strengthening scientific ecosystems, infrastructure, inclusive digital transformation, sustainable AI and data governance, and promoting open science to reduce disparities. UNESCO will advance social, human, and basic sciences, support science-policy-society nexus, technology incubators, research institutions, think tanks, and bolster global academic exchanges and networks, including South-South and triangular cooperation. The Organization will widen the application of ethical AI, neurotechnology, quantum technologies, and synthetic biology, across its fields of competence, promoting the implementation of science-related recommendations.



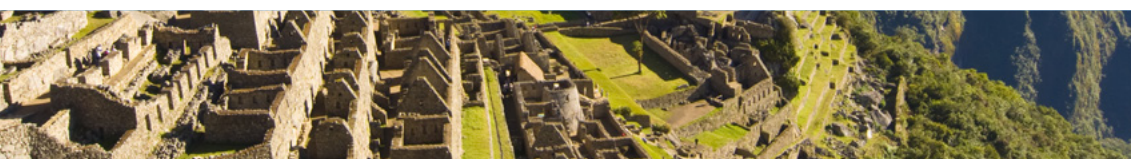
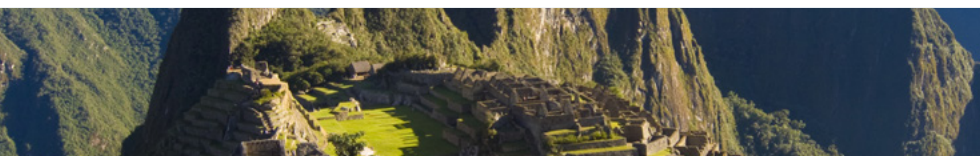
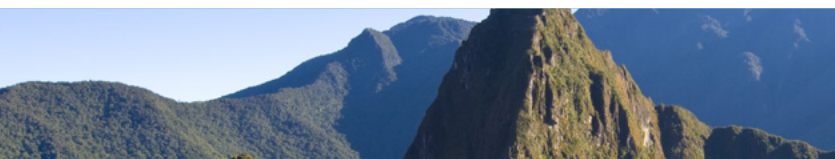
People in Tandem with Nature...

Our future is linked to our planet. UNESCO will respond to Member States' needs in addressing climate change impact. It will build resilience through education, awareness, capacity building, media, and science-based policies – where technology, Indigenous and local knowledge converge. The Organization will continue its efforts in climate action, biodiversity, ecosystems and geodiversity conservation, water security, and ocean management through IOC. It will emphasize data collection and analysis, forecasting, early warning systems, and disaster risk reduction. UNESCO will promote sustainable funding, support international networks, collaborative research harnessing technologies, and environmental monitoring across World Heritage sites, geoparks, and biosphere reserves.



People Embracing Their Heritage...

UNESCO will preserve our natural and cultural heritage harnessing sciences and technologies, while calling for strong legal frameworks and governance. Through tailored curricula, well-trained educators, site visits, and AI tools, youth will become more connected to their heritage. UNESCO will assist in building capacities, protecting cultural property during conflicts, fighting against their illicit traffic, safeguarding underwater, natural, and cultural – tangible and intangible – heritage. To ensure better representation on UNESCO's lists, customized assistance will be provided during the inscription procedures, in collaboration with advisory bodies, especially for underrepresented countries. Endangered sites will be prioritized, and transnational nominations will be encouraged, while reinforcing the World Heritage Center. UNESCO will work on attracting financial resources for heritage preservation, and will collaborate with relevant stakeholders to promote sustainable tourism where heritage is valued and protected.





People Inspired by Culture...

UNESCO will advocate for culture to take a prominent role in the post-2030 Agenda. Building on the Pact for the Future, it will support national policies harnessing cultural and creative industries as a powerful driver for social and economic development. UNESCO will continue to protect the rights and freedoms of artists, along with cultural professionals and practitioners, supporting them during times of crises, as well as in navigating the impact of new technologies. It will aim for increasing resources, safeguarding cultural expressions, fostering cultural literacy, ensuring equal access to culture and arts, providing creative spaces, and supporting traditional handicrafts and knowledge. Museums and cultural institutions will be encouraged to strengthen their societal role, and to organize joint and cross-cultural events. Finally, UNESCO will support the digitization of documentary heritage, archives, and cultural artifacts.



People Engaged through Communication and Information...

UNESCO champions free access to transparent and reliable information. It will continue implementing its pivotal role regarding the safety of journalists and media workers – particularly women –, safeguard freedom of opinion and expression, and advocate for strengthening national laws and policies. It will promote Internet Universality, media and information literacy, while emphasizing the role of media in critical thinking and inclusion. UNESCO will maintain collaboration with governments and digital platforms to combat hate speech, misinformation, and disinformation, supporting independent, free, and pluralistic media. Finally, multilingualism as well as Indigenous and endangered languages will be honored across UNESCO's mandate.





People at the Heart of Our Priorities...

UNESCO's global priorities and priority groups remain at the core of our focus.

Global Priority Africa will respond to the real needs of African communities seeking impactful change to address their immense challenges. UNESCO will strengthen its collaboration with African countries, AU, international donors, funds, and civil society. It will promote a culture of peace, accelerate educational transformation, advance science and technology, and preserve heritage, in alignment with Agenda 2063 and UNESCO's Operational Strategy.

Gender equality is a fundamental pillar for UNESCO, as women are essential players in building peaceful and just societies. Through flagship initiatives, the Organization will empower girls and women to fully exercise all their rights, without discrimination or violence, fostering gender equality through its fields of competence, enabling women to thrive, even in the most challenging contexts.

Small Island Developing States (SIDS) are facing existential challenges. Their people urgently seek collective actions and concrete results to mitigate the impact of climate change and fortify their resilience, through diversified sources of funding. A multidimensional vulnerability index, prepared in consultation with SIDS, will ultimately support the accelerator programs.

Youth will be empowered through skills development, entrepreneurship incubators and accelerators, global forums and networks, cultural and academic exchange programs, while including them in the decision-making processes. Sports will be utilized to foster peace, social cohesion, gender equality, and sustainable development.



Aside from these adopted priorities, actions should be taken to effectively support vulnerable people in times of emergencies – natural disasters, conflicts, and crises. UNESCO must be ready, through a dedicated fund, to honor its role within its fields of competence: before (preventive), during (mitigation), and after (recovery).

A vision rooted in good governance...



Ensuring Efficiency, Transparency, and Accountability...

Strategic planning, monitoring, evaluation, risk management, and programs' design and implementation with tangible KPIs are crucial for UNESCO, alongside an empowered IOS. Decision-making processes will be streamlined to tackle bureaucracy and avoid redundancies, leveraging latest technologies. Member States will have high visibility into the allocation of resources through improved financial tracking and transparent reporting systems.



Fostering Coordination and Alignment...

UNESCO's sectors will be empowered through a decentralized approach, while ensuring dynamic synergies, complementarity, and intersectoral actions. Strong coordination with and among field offices will be optimized, while empowering them, enhancing their autonomy, and strengthening their agility and responsiveness to local needs. Open communication between staff and leadership will maximize alignment and effectiveness. UNESCO's vast global ecosystem of networks and National Commissions will benefit from continuous engagement, coordination, and support for greater efficacy.



Securing Competence, Integrity, and Inclusion...

Transparent and merit-based recruitment as well as professional development will be a priority, alongside building capacities of the staff. While commendable progress has been made towards gender equality in the Organization – and will continue –, efforts will be exerted to ensure equitable geographical representation at all levels, prioritizing underrepresented countries. A safe, ethical, respectful, and inclusive work environment will guarantee that all personnel are equally valued and empowered, and secure expertise retention.



Enhancing Visibility and Showcasing Impact...

UNESCO's global perception continues to be primarily associated with cultural heritage, overshadowing its other valuable contributions to human development. A communication strategy tackling and showcasing the Organization's full mandate and its influence on humanity is of paramount importance. Storytelling and personal testimonials will be delivered by people whose lives have been positively impacted by UNESCO. Communication will include strengthening existing channels, expanding media outreach, forging partnerships, and leveraging new technologies. This approach would refine the perception, ultimately attracting additional donors.





Diversifying and Expanding Resources for Financial Sustainability...

UNESCO will build on progress made in attracting voluntary contributions and in managing revenue-generating funds. However, the recent drastic change of the global funding landscape necessitates more efforts to explore every possible opportunity to raise funds. The Secretariat's fundraising capacity will be strengthened to proactively engage with governments, multilateral institutions, UN mechanisms, Funds, prioritizing the private sector and philanthropic foundations, ultimately targeting more flexible financing. Diversified funding sources will be explored, encompassing co-branding opportunities, media partnerships, sponsored cultural events, targeted fundraising campaigns, and financing mechanisms, such as sustainable finance instruments, including social impact bonds. Finally, donors will be able to track their contributions through a tailored digital system, ensuring full transparency.

Driven by my deep belief in the power of collective work, this vision is an outstretched hand and a call to action for an inclusive UNESCO, capable of uniting people, through dialogue, trust, and mutual respect. Let us come together to build a **UNESCO for the People**.



Biography

Khaled Ahmed El-Enany Ali Ezz, born in 1971, is a leading figure recognized for his expertise and commitment across diverse fields including teaching, scientific research, culture, tourism, management, public service, and international relations. A former Egyptian Minister of Tourism and Antiquities, he currently holds the position of Professor of Egyptology at Helwan University, where he has been a faculty member for over thirty years. His teaching, focused on the civilization, archaeology, and epigraphy of Ancient Egypt, is not only taught in Egypt but also at prestigious international institutions. As a mentor, he has enabled thousands of students and researchers, both Egyptian and international, to benefit from his in-depth knowledge and vast experience. Through his scientific talks and presentations across nearly twenty countries, he has shared his expertise, enriched academic discourse and encouraged access to knowledge, while promoting intercultural dialogue. His proficiency in Arabic, French, and English demonstrates his communication skills, a key asset for fostering international cooperation.

After beginning his career as a tour guide, a profession that sparked his curiosity and appreciation for cultural diversity, he completed his master's degree at Helwan University on the temples of Ramses II in Nubia, which truly ignited his passion for research and his admiration for UNESCO. Holding a Ph.D. in Egyptology from the University of Paul-Valéry Montpellier 3 in France, he has been invited as a visiting professor eight times between 2006 and 2023 at this institution. He also collaborated for approximately fifteen years with the French Institute of Oriental Archaeology in Cairo (IFAO), demonstrating his significant contribution to scientific research and his commitment to building the capacity of young researchers. His publications, in renowned international journals and collections, have been widely recognized by the scientific community. He was also chosen Honorary Member of the Société française d'égyptologie and Corresponding Member of the German Archaeological Institute, in recognition of his dedication to strengthening cultural and scientific ties.





His influence extends to academic positions, notably at Helwan University as Director of the Open Learning Center, Head of the Department of Tourism Guidance, and Vice-Dean of the Faculty of Tourism and Hotel Management. He also played a key role in developing master's programs focused on cultural heritage, museums, and tourism, in collaboration with international academic institutions. More recently, he was appointed as a member of the Board of Trustees of the French University in Egypt, as well as other universities in Cairo, reflecting his influence in the academic world.

After leading the National Museum of Egyptian Civilization and the Egyptian Museum in Cairo, he was appointed Minister of Antiquities in 2016, where he was distinguished by his ability to combine scientific rigor with pragmatism, while promoting a culture of transparency and accountability. In 2019, following the integration of the Ministry of Tourism into his portfolio, he successfully oversaw the merger of the Ministry of Tourism and the Ministry of Antiquities, which have been separate since 1966. He also led the development of the National Sustainable Tourism Strategy and the Rebranding Strategy for Egypt, demonstrating his vision and commitment to long-term planning.

At the helm of six authorities under the auspices of the Ministry and managing an annual budget approaching the equivalent of five hundred million USD, he has shown exemplary leadership by mobilizing financial resources, securing sponsorships, and forging successful partnerships with the private sector and civil society. Driven by a strategic vision aimed at fulfilling the Ministry's financial needs, he enacted a law in 2022 establishing a fund to support tourism and antiquities. This initiative quadrupled resources, ensuring substantial, diversified and sustainable funds dedicated to tourism promotion, as well as the preservation of cultural heritage. He also initiated major legislative reforms aimed at strengthening the protection and management of cultural heritage and museums, as well as stimulating growth of the tourism sector, a key driver for Egypt's socio-economic development.

With a team of nearly thirty-five thousand employees under his leadership, he oversaw the management of more than two thousand archaeological sites, around forty museums, and thousands of hotels and private tourism establishments, directly impacting over one million people in the tourism industry. Renowned for his on-the-ground engagement, he conducted regular visits to archaeological sites, museums and



tourist destinations, maintaining direct engagement with employees and local communities, reinforcing their involvement in heritage preservation and the development of sustainable tourism.

During his ministerial tenure, he supervised the construction and renovation of more than twenty museums, including the National Museum of Egyptian Civilization, developed in collaboration with UNESCO, and the Grand Egyptian Museum, one of the largest museums in the world, with an estimated cost of approximately one billion US dollars. More than fifty restoration projects have been successfully carried out on archaeological sites, monuments, palaces, and historic religious buildings, including Al-Azhar Mosque, Coptic churches and monasteries along the “Journey of the Holy Family” route, as well as Jewish monuments such as the Eliyahu Hanavi Synagogue in Alexandria. Thanks to his proactive approach, he has led over three hundred Egyptian, joint, and foreign archaeological missions representing twenty-five countries, which contributed to significant discoveries, notably at UNESCO World Heritage sites. Furthermore, as the Chairman of the National Committee for Repatriation of Antiquities, he oversaw the return of thousands of illicitly trafficked cultural artifacts, from more than twenty countries.

He has played a key role in strengthening Egypt’s international relations through his cultural diplomacy skills, collaborating closely with a multitude of countries, academic institutions, and international organizations. He has hosted and chaired major conferences and concluded memoranda of understanding with various countries. In his quest to promote intercultural exchanges as means of fostering peace, he has successfully organized nearly fifteen temporary exhibitions of Egyptian antiquities in ten countries, including the record-breaking exhibition “Tutankhamun: Treasures of the Golden Pharaoh” in Paris in 2019, which attracted over 1.4 million visitors.

Among his most notable achievements are high-profile cultural events that garnered international exposure and engagement, such as “Luxor: The Avenue of the Sphinxes” and “The Pharaohs’ Golden Parade.” The latter, a historic procession in which the royal mummies crossed the streets of Cairo in a dazzling display, became an iconic symbol of his ministerial tenure. These innovative initiatives celebrated Egypt’s millennia-old heritage, captivated millions of viewers worldwide, and significantly boosted tourism. Furthermore, these events raised awareness among Egyptians, particularly younger generations, leading to a significant increase in the number of local visitors to archaeological sites and museums.

He has launched innovative projects by integrating technologies into the cultural heritage sector, encouraging its use in archaeological missions’ work. He has also introduced new digital tools to enhance the visitor experience, often in partnership with the private sector, while improving the Ministry’s digital presence. An online booking platform for archaeological sites and museums was created, along with a dynamic database for tourism sector employees, providing support to vulnerable groups during tourism sector crises.



Deeply committed to human rights principles, he has consistently worked to promote inclusion and equality. He has tirelessly worked to make culture accessible to all, particularly children, the elderly, and individuals with disabilities. Under his leadership, comprehensive educational programs were implemented for young audiences in archaeological sites, museums, and schools. At the same time, he developed initiatives to enhance the capacities of Ministry staff, tourism sector professionals, and local communities, while making gender equality and youth empowerment at the heart of his priorities.

He was also distinguished by his crisis management skills, particularly in response to the COVID-19 pandemic and the war in Ukraine. He swiftly and effectively implemented strict health and public safety protocols. Thanks to his unwavering support, seventeen thousand Ukrainian tourists stranded in Egypt received exemplary assistance until their return to Europe. The policies implemented under his leadership during these two crises provided comprehensive social and economic support to the tourism sector and its workforce, contributing to a fast and robust recovery of tourism in Egypt by the summer of 2022.

Khaled El-Enany was named Knight of the Order of Arts and Letters from France in 2015, honored with the Order of Merit of the Republic of Poland in 2020, and awarded the Order of the Rising Sun by Japan in 2021. In September 2024, he received an Honorary Doctorate from the University of Paul-Valéry Montpellier 3. In November 2024, he was chosen Special Ambassador for Cultural Tourism by UN Tourism and, more recently, designated Patron of the African World Heritage Fund. In September 2025, he received the insignia of Knight of the National Order of the Legion of Honor, France's highest civilian decoration.

His candidacy for the post of Director-General of UNESCO, announced by Egypt in 2023, was endorsed by the African Union and the League of Arab States in 2024, and publicly supported by numerous other countries. If elected, he would become the first Director-General from the Arab world and the second African since UNESCO's establishment eighty years ago.

He was nominated by the Executive Board of UNESCO at its 222nd session on the 6th of October for the post of Director-general of UNESCO.

He is married and a father of a son.





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The logo for Khaled El-Enany, featuring three horizontal gold bars of increasing length to the left of the text 'Khaled El-Enany' in a bold, sans-serif font.