**Medium-term strategy for UNESCO’s cooperation with
category 2 centres in the field of intangible cultural heritage
2014-2021**

**Results framework**

| ***Results, activities, outputs*** | ***Performance indicator (PI)***  | ***Target (T):*** |
| --- | --- | --- |
| **Expected Result 1: Centres’ effectiveness increased through strengthened governance** | **PI 1.1: Proportion of centres having organized timely and effective meetings of their respective governing bodies****PI 1.2: Proportion of time during governing body meetings spent on substantive discussion of policies and programmes****PI 1.3: Number of centres having strengthened their governance by revising constitutive documents, by-laws, rules of procedure, etc. where needed to adapt to 37 C/Resolution 93** | **T 1.1: By 2016 and annually thereafter, 100% of centres organizing timely and effective governing body meetings****T 1.2: By 2018, 50% increase in proportion of time spent in substantive discussion****T 1.3: Each centre has revised such documents where needed** |
| **Activity 1: UNESCO Secretariat provides effective staff support to category 2 centres for strengthening their governance mechanisms and capacities** |
| **Output/deliverable 1.1: UNESCO Secretariat provides timely feedback on draft governing body documents** | **PI 1.1.1: Proportion of draft governing body documents responded to within 15 working days upon receipt****PI 1.1.2: Proportion of draft governing body document responded to within 10 working days upon receipt** | **T 1.1.1: By 2016 and thereafter, 90% of feedback provided within 15 days****T 1.1.2: By 2016 and thereafter, 30% of feedback provided within 10 days** |
| **Output/deliverable 1.2: Director-General’s representative on governing bodies participates actively and effectively** | **PI 1.2.1: Proportion of governing body meetings attended by DG’s representative (with centre funding)** | **T 1.2.1: At least 90% attendance rate** |
| **Output/deliverable 1.3: UNESCO website maintains up-to-date information on centres’ governance structures and documents** | **PI 1.3.1: Proportion of centres for which UNESCO website provides up-to-date information on governance structures****PI 1.3.2: Proportion of governing body documents received by UNESCO posted online within 15 working days** | **T 1.3.1: By 12/2014 and thereafter, website provides up-to-date governance information on at least 70% of centres****T 1.3.2: By 12/2014 and thereafter, at least 90% posted online within 15 working days** |
| **Expected Result 2: Centres’ contributions to UNESCO’s programmes strengthened through effective renewal processes** | **PI 2.1: Proportion of centres having undergone at least one timely evaluation****PI 2.2: Proportion of evaluations including recommendations for optimum alignment of centres’ contributions to UNESCO’s current programmes****PI 2.3: Proportion of renewal agreements integrating provisions for optimum alignment of centres’ contributions to UNESCO’s current programmes** | **T 2.1: 100% of centres will have undergone at least one timely evaluation by 2021****T 2.2: 100% of evaluations include such recommendations****T 2.3: 100% of renewal agreements integrate such provisions** |
| **Activity 2: UNESCO Secretariat provides timely and effective staff support to evaluation processes** |
| **Output/deliverable 2.1: UNESCO solicits timely funding from centre and Member States for evaluation and renewal** | **PI 2.1.1: Proportion of centres and Member States informed in a timely manner of the need for funding support** | **T 2.1.1: All centres informed at least 18 months before expiration of agreement****T 2.1.2: All Member States informed at least 12 months before expiration of agreement** |
| **Output/deliverable 2.2: UNESCO undertakes independent external evaluation in timely manner** | **PI 2.2.1: Proportion of evaluations underway within two months of receipt of funding****PI 2.2.2: Proportion of evaluations concluded within six months of receipt of funding** | **T 2.2.1: All evaluations underway within two months****T 2.2.2: All evaluations completed within six months** |
| **Output/deliverable 2.3: UNESCO publishes evaluation reports and recommendations in timely manner** | **PI 2.3.1: Proportion of evaluation reports and recommendations published within seven months of receipt of funding** | **T 2.3.1: All reports and recommendations published within seven months** |
| **Activity 3: UNESCO Secretariat provides timely and effective staff support to renewal processes** |
| **Output/deliverable 3.1: UNESCO negotiates renewal agreement with host country** | **PI 3.1.1: Proportion of favourable evaluations for which renewal agreement is negotiated** | **T 3.1.1: Renewal agreement negotiated for all favourable evaluations** |
| **Output/deliverable 3.2: ITH Section presents timely renewal recommendation and agreement to Executive Board secretariat** | **PI 3.2.1: Proportion of EB documents (renewal recommendations and agreements) presented to Executive Board secretariat in timely manner** | **T 3.2.1: At least two-thirds of EB documents submitted to GBs within normal deadlines****T 3.2.2: Remainder of EB documents submitted to GBs after normal deadlines** |
| **Expected Result 3: Centres’ impacts in Member States deepened through reinforced synergies between the centres and with UNESCO** | **PI 3.1: Number of activities implemented in close partnership with UNESCO****PI 3.2: Number of activities implemented in close partnership between two or more centres****PI 3.3: Global coordination meetings of centres and UNESCO organized** | **T 3.1: By end 2015 and annually thereafter, at least one activity per biennium per centre****T 3.2: By end 2016 and annually thereafter, at least three such activities per year****T 3.3: One global coordination meeting organized per year** |
| **Activity 4: UNESCO organizes annual global coordination meetings of category 2 centres** |
| **Output/deliverable 4.1: UNESCO hosts annual meeting in even years or cooperates with centre hosting annual meeting in odd years** | **PI 4.1.1: Proportion of even years in which meeting is held at UNESCO HQ** **PI 4.1.2: Proportion of odd years in which centre hosts meeting** | **T 4.1.1: Meeting held in all even years** **T 4.1.2: Meeting held in all odd years** |
| **Output/deliverable 4.2: UNESCO provides agenda and working documents in timely manner** | **PI 4.2.1: Proportion of meetings for which UNESCO provides timely working documents** | **T 4.2.1: Working documents provided one month beforehand for at least half of meetings****T 4.2.2: Working documents provided at least 10 working days beforehand for all meetings** |
| **Activity 5: UNESCO website provides information on work plans and results of category 2 centres** |
| **Output/deliverable 5.1: UNESCO website publishes up-to-date workplans and results reports from centres** | **PI 5.1.1: Proportion of centres for which workplans and reports are published in a timely manner** | **T 5.1.1: At least 90% posted online within 15 working days of adoption** |