

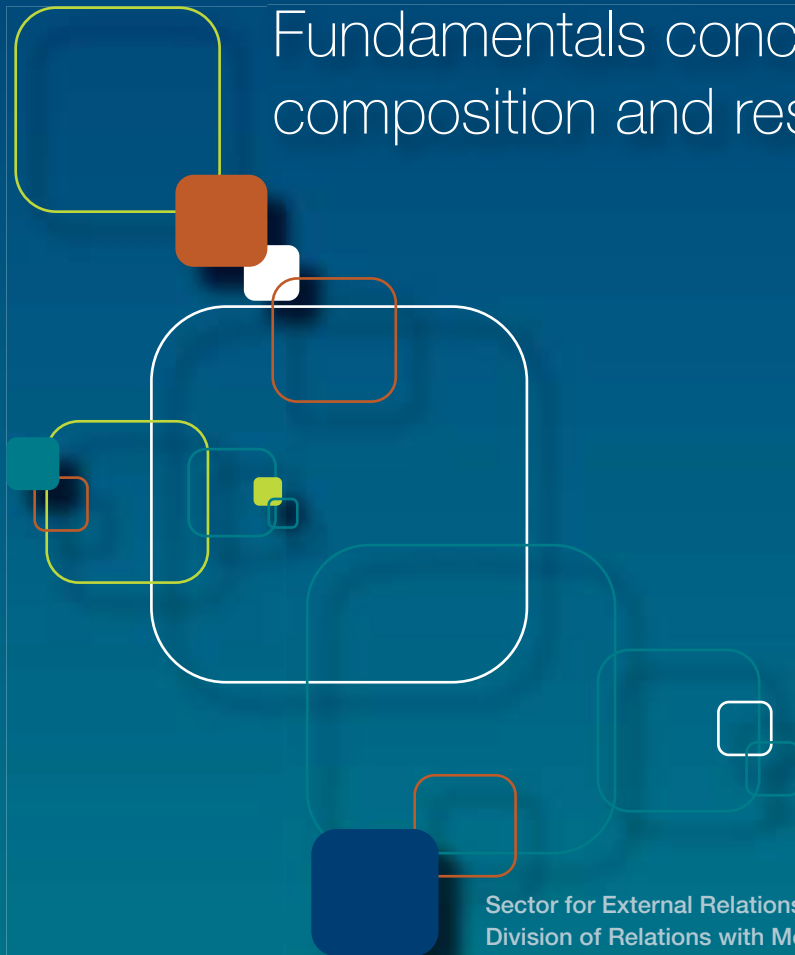


United Nations
Educational, Scientific and
Cultural Organization

ARCHITECTURE OF

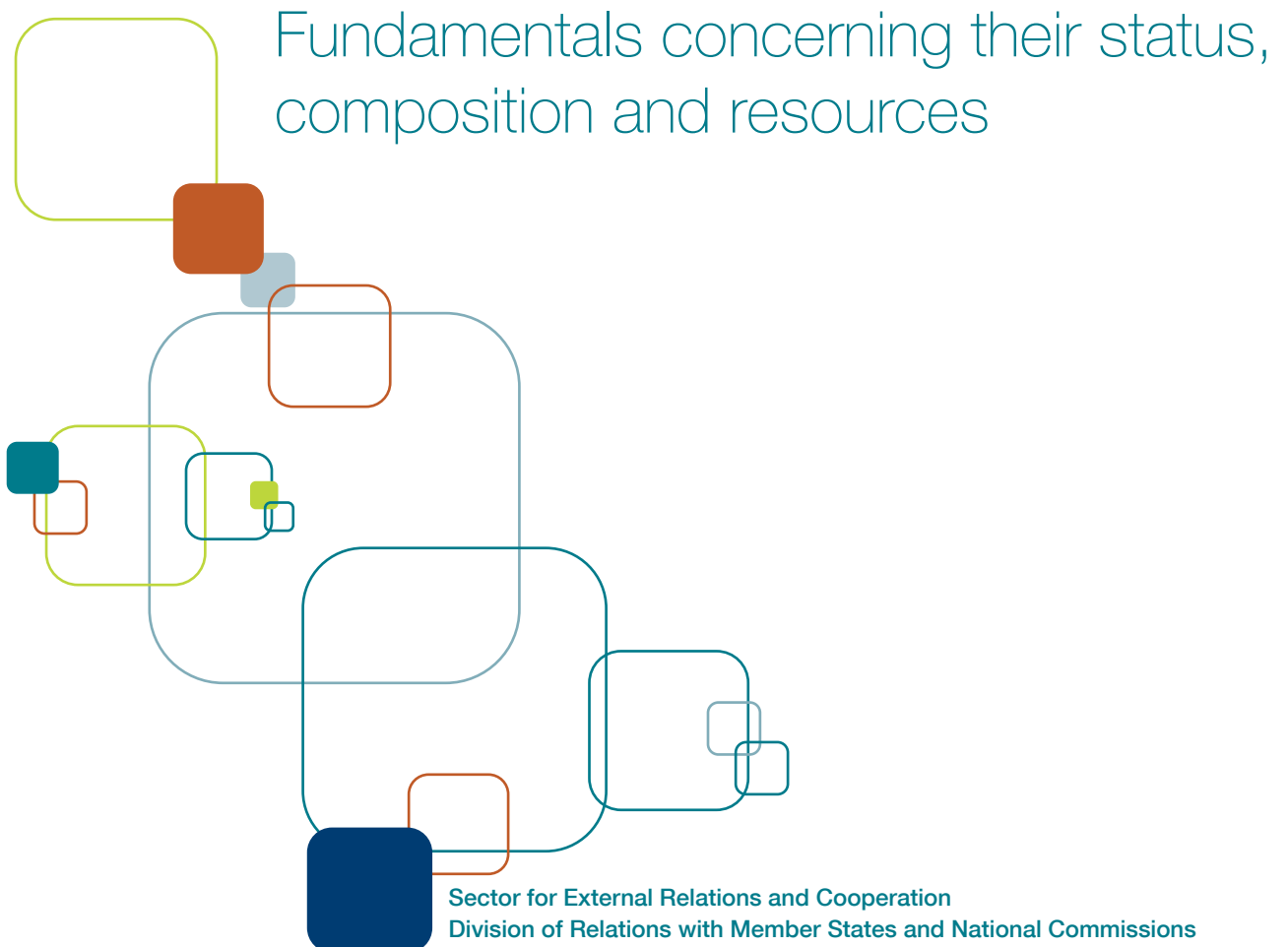
NATIONAL COMMISSIONS FOR UNESCO

Fundamentals concerning their status,
composition and resources



Sector for External Relations and Cooperation
Division of Relations with Member States and National Commissions

ARCHITECTURE OF NATIONAL COMMISSIONS FOR UNESCO



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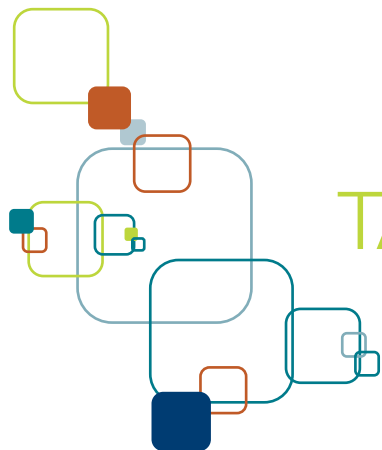


TABLE OF CONTENTS

FOREWORD

7

PART I

OVERVIEW OF THE “ARCHITECTURE” OF NATIONAL COMMISSIONS FOR UNESCO

ORIGINS AND NATURE OF NATIONAL COMMISSIONS

Why UNESCO adopted the concept of National Commissions	11
Why a Member State should establish a National Commission	11
Why the identity of the National Commissions is so complex	12
Why a model National Commission does not exist	12
What fundamentals constitute a National Commission’s architecture	13
Framework of shared responsibilities towards the National Commissions	13
> CHART 1	14

STATUS OF NATIONAL COMMISSIONS

Why a National Commission needs a legal instrument	15
How National Commissions are positioned vis-à-vis their governments	15
What responsibilities assigned to a “supervising” Ministry	16
Why operational autonomy is so essential for National Commissions	17
Why a Commission should promote inter-ministerial and cross-sectoral cooperation	17
How a Commission can be better positioned in the Delivering as One UN process	18
Why a National Commission needs solid authority within national administration	18
Why effective leadership is important for National Commissions	18
The role of the Chairperson	18
The role of the Secretary-General	19
Why good relations with Permanent Delegations are so vital	20

MANDATE OF NATIONAL COMMISSIONS

Why a Commission's mandate should be defined by the national context	21
What universal objectives common to all National Commissions	21
What basic functions for a National Commission	22
How to cope with growing responsibilities when resources are limited	24
How to strike a good balance between objectives and capacities	24

MEMBERSHIP OF NATIONAL COMMISSIONS

Why the Commission should be as broadly representative as possible	25
What size should be optimal for the membership	25
Whom to select as the members of the Commission	26
What terms of office for the Commissioners	27
Why regular meetings are so important	27

STRUCTURE OF NATIONAL COMMISSIONS

What basic structural components are common to the National Commissions	29
General Assembly	29
Executive Committee	30
Programme Committees	30
<i>Ad hoc</i> Working Groups	31
National Committees for Intergovernmental Programmes	31
Secretariat of the National Commission	31
"Decentralized" Units	31
Why flexibility is so important	32

SECRETARIAT OF NATIONAL COMMISSIONS

What minimum staffing a National Commission requires	33
What technical facilities a National Commission needs	34
Why financial resources are so important for a Commission's efficiency	35

INDICATORS ON NATIONAL COMMISSIONS' STATUS, COMPOSITION AND RESOURCES

Status, "Supervising" Ministries and Chairpersons	37
Membership, Programme Committees and Reporting Mechanisms	38
Secretary-General, Secretariat and Daily Challenges	39

PART II

DETAILED INFOSHEETS ON NATIONAL COMMISSIONS

AFRICA

> Benin	45
> Burkina Faso	47
> Burundi	49
> Gabon	51
> Gambia	53
> Ghana	55
> Kenya	57
> Malawi	59
> Mali	61
> Namibia	63
> Nigeria	65
> Rwanda	67
> Senegal	69
> Seychelles	71
> South Africa	73
> Togo	75
> Zimbabwe	77

ARAB STATES

> Algeria	81
> Bahrain	83
> Egypt	85
> Jordan	87
> Kuwait	89
> Lebanon	91
> Libyan Arab Jamahiriya	93
> Morocco	95
> Oman	97
> Qatar	99
> Syrian Arab Republic	101
> United Arab Emirates	103

ASIA AND THE PACIFIC

> Bhutan	107
> China	109
> Fiji	111
> Indonesia	113
> Iran (Islamic Republic of)	115
> Kazakhstan	117
> Kyrgyz Republic	119
> Lao People's Democratic Republic	121
> Malaysia	123
> New Zealand	125

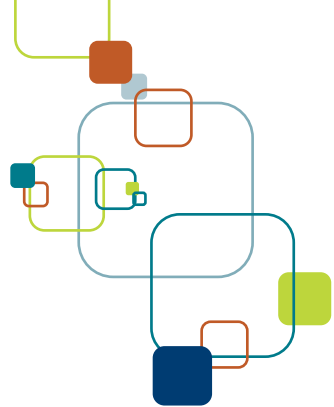
> Papua New Guinea	127
> Philippines	129
> Republic of Korea	131
> Sri Lanka	133
> Tonga	135
> Uzbekistan	137

EUROPE AND NORTH AMERICA

> Andorra	141
> Armenia	143
> Austria	145
> Belarus	147
> Bulgaria	149
> Canada	151
> Croatia	153
> Finland	155
> France	157
> Germany	159
> Hungary	161
> Israel	163
> Latvia	165
> Monaco	167
> Norway	169
> Poland	171
> Portugal	173
> Slovenia	175
> Switzerland	177
> Turkey	179

LATIN AMERICA AND THE CARIBBEAN

> Argentina	183
> Chile	185
> Colombia	187
> Costa Rica	189
> Cuba	191
> Dominican Republic	193
> Grenada	195
> Jamaica	197
> Paraguay	199
> Peru	201
> Saint Kitts and Nevis	203
> Suriname	205
> Trinidad and Tobago	207
> Uruguay	209
> Venezuela	211



FOREWORD

The first edition of the Architecture of National Commissions was published in 2003 and warmly received by Member States and National Commissions. It contained insightful information on the status, composition and resources of National Commissions across the regions. It highlighted what were optimal ways for Member States to establish or re-organize their National Commissions in the light of best practices existing in the world.

The current, second edition of “Architecture” pursues similar objectives. It focuses on the fundamental requirements and structural components that every Commission needs to perform successfully. The brochure provides an overall analysis of the current structural arrangements and operational capacities of National Commissions worldwide. There is also specific and detailed information on eighty Commissions which were selected on the basis of various factors, such as geographical representation, status, size, composition, and resources. Efforts were made to make this list as representative as possible while providing a vast variety of models.

I hope that the document will help the reader to better understand the concept of National Commissions. The analysis and statistics used in the brochure are based on the information obtained through a global survey. I should like to take this opportunity to thank all National Commissions which have contributed to the survey and helped the UNESCO Secretariat to finalize the brochure.

The outcomes of the global survey indicate, once again, that there are no two National Commissions which are identical. The National Commissions are different from one another, although they all work for the same objective – to promote international intellectual solidarity. It is not UNESCO’s intention either to make all National Commissions look the same. This is neither possible nor desirable. The brochure however contains a set of suggestions on how a National Commission could be better structured and managed, and describes some basic principles which would contribute to the enhancement of its efficiency.

UNESCO and Member States have shared responsibilities to strengthen the National Commissions, so that they can better contribute to the promotion of UNESCO’s mission at the national level. What should be done to ensure that National Commissions are both solid and functional? What action has been taken so far to enhance their status and operational capacities and what is still desirable to be accomplished? I hope that the answers to these and other similar questions can be found in this brochure.

Ahmed Sayyad
Assistant Director-General for External Relations and Cooperation

PART I

OVERVIEW OF THE
“ARCHITECTURE” OF NATIONAL
COMMISSIONS FOR UNESCO



ORIGINS AND NATURE OF NATIONAL COMMISSIONS

UNESCO is the only UN Agency to have a global network of national cooperating bodies known as National Commissions for UNESCO. The National Commissions are part of the overall constitutional architecture of the Organization as it was conceived by its founding fathers. Presently, the National Commissions operate in all Member States of UNESCO. They constitute a truly global family which includes a vast network of stakeholders, partners and experts. They offer a comparative advantage to the Organization within the United Nations system.

Why UNESCO adopted the concept of National Commissions

When the International Institute of Intellectual Cooperation (IIIC) was established under the League of Nations in Paris in 1924, it developed the concept of National Commissions. Those Commissions were set up in some 30 countries to promote international cooperation and were mainly composed of educators, scientists and representatives of non-governmental organizations. Based on this experience, the draft proposal for the Constitution of UNESCO, elaborated by the Conference of Allied Ministers of Education (CAME) and adopted in London in November 1945, also included provisions for the establishment of National Commissions for UNESCO.

UNESCO became the successor to the IIIC, with a mandate to promote peace and mutual understanding through intellectual cooperation based on moral solidarity with the clear intention of involving individuals and non-governmental bodies dealing with education, science and culture in its work and of associating them in its decision-making organs. Without an active contribution of teachers, scholars, writers and artists, governments alone would not make much

progress in advancing mutual understanding between the peoples of the world and in dispelling suspicion, mistrust and ignorance which caused wars and destructions throughout human history.

At its founding, UNESCO gave much latitude to Governments in fulfilling their duties as members of the Organization and included a general statement on the nature of National Commissions in the Constitution in order to ensure that the representatives of government and non-governmental organizations would work hand in hand to promote UNESCO's goals at the national level and sit side by side at the Executive Board and the General Conference to jointly voice or promote the position of their countries. It was truly forward-looking approach to permit *non-governmental* organizations to have a say in an *inter-governmental* institution.

Why a Member State should establish a National Commission

Article VII of the UNESCO Constitution stipulates that “each Member State shall make such arrangements as suit its particular conditions for the purpose of associating its principal bodies

interested in educational, scientific and cultural matters with the work of the Organization, preferably by the formation of a National Commission broadly representative of the government and such bodies". It further states that the Commissions "shall act in advisory capacity to their Governments in matters relating to the Organization" and "shall function as agencies of liaison in all matters of interest to it".

Thus, it is the constitutional obligation of each Member State to set up a National Commission, the principal objective of which ought to be the involvement of various ministries, agencies, institutions, universities, NGOs and individuals in the work of the Organization. Established by their respective governments, National Commissions should act as "meeting places" and "connecting bridges" between national authorities and a broad range of national bodies and experts in UNESCO's fields of competence. While the realization of UNESCO's goals is primarily entrusted to governments, the National Commissions are expected to function as an indispensable platform where national interests, ideas and cultures are represented and interact.

Why the identity of the National Commissions is so complex

National Commissions have an identity based on their dual nature and functions. They are set up by the government in the Member States and expected to mobilize and work together with non-governmental actors (academia, civil society, etc.). Being national bodies, they are to be mainly engaged in the pursuit of the objectives of UNESCO as an international organization. They are directly responsible to their governments but called upon to ensure the permanent presence of UNESCO at the national level and contribute to its programme activities.

This situation explains the uniqueness of National Commissions within the UN system. National Commissions should be equally successful on two fronts: first in their interaction with their governments and civil society at national level

and second, in their relations with the UNESCO Secretariat, and its Field Offices. National Commissions must meet this double requirement simultaneously, to be recognized as efficient and credible entities.

National Commissions play a crucial role in contributing to shaping public perception of UNESCO, to increasing the Organization's profile in Member States, and to mobilizing educational scientific and artistic communities to the cause of "building peace in the minds of men". They are the principal link between the national priorities of their countries and the multilateral agenda of the Organization. The network of National Commissions presents a great asset for any nation that endeavors to promote international understanding through intellectual cooperation.

Why a model National Commission does not exist

As of May 2009, all UNESCO Member States (193) as well as three Associate Members (Aruba, British Virgin Islands and Netherlands Antilles) have set up Commissions for UNESCO, making this unique network genuinely universal. These Commissions are different from one another in terms of their status, composition, membership and management capacities. There are Commissions which are strong, well-equipped and possess substantial financial means, while others have modest human and material resources. Some of them have developed strong links with educational, scientific and artistic communities, whereas others function solely within ministerial structures.

UNESCO does not advocate that all Commissions look identical. It does not impose the adoption of ready-made models. It promotes the respect for the structural diversity amongst National Commissions, which reflects the reality existing within its Member States, with their varied political settings, administrative structures, and socio-economic circumstances. There is no ready-made "universal" model and the Constitution leaves the final decision on the structural arrangements of a National Commission to the discretion of each government.

What fundamentals constitute a National Commission's architecture

Although UNESCO's Constitution provides governments with flexibility in deciding how to establish their respective Commissions, there are some essential requirements which must be respected if their Commissions are to operate effectively and efficiently. These fundamental components, which constitute the "architecture" of any National Commission, are specified in Article IV of the Charter of National Commissions (adopted at the 20th session of the General Conference in 1978) and include the following components:

- a legal status which clearly defines the authority and structure of a National Commission, the conditions governing its operations and resources on which it may draw;

- an inclusive membership and composition, based on the broad representation of governmental and non-governmental agencies;
- a permanent secretariat comprising competent staff; and
- sufficient financial means and other facilities to enable it to carry out its functions efficiently.

It is the responsibility of governments of Member States to provide these facilities to their Commissions, so that they have a strong foundation. UNESCO as an organization can contribute to the reinforcement of the capacities of National Commissions through expert advice and training but the basic architecture is the responsibility of the Member State. UNESCO's intervention could be only supplementary to the efforts deployed by governments (see Chart I).

Framework of shared responsibilities towards the National Commissions

Government's responsibilities

By virtue of Article VII of UNESCO's *Constitution* and Article IV of the *Charter of National Commissions for UNESCO*, it is incumbent upon Member States to provide their National Commissions with the *status, structure* and *resources* necessary to enable them to discharge their duties efficiently.

Each government should ensure that its National Commission is composed of representatives of ministries, intellectual communities, civil society partners and individuals dealing with matters of education, science, culture and communication. The status, position and degree of the functional autonomy of the Commission should be clearly defined.

It should be provided with a permanent secretariat with sufficient authority so that it can efficiently collaborate with all concerned governmental and non-governmental segments of society; an adequate number of high level staff to be able to cover essential areas of competence (these staff should be appointed for a sufficiently long period); and a regular budget to cover salaries, running costs and, if possible, operational activities.

UNESCO's responsibilities

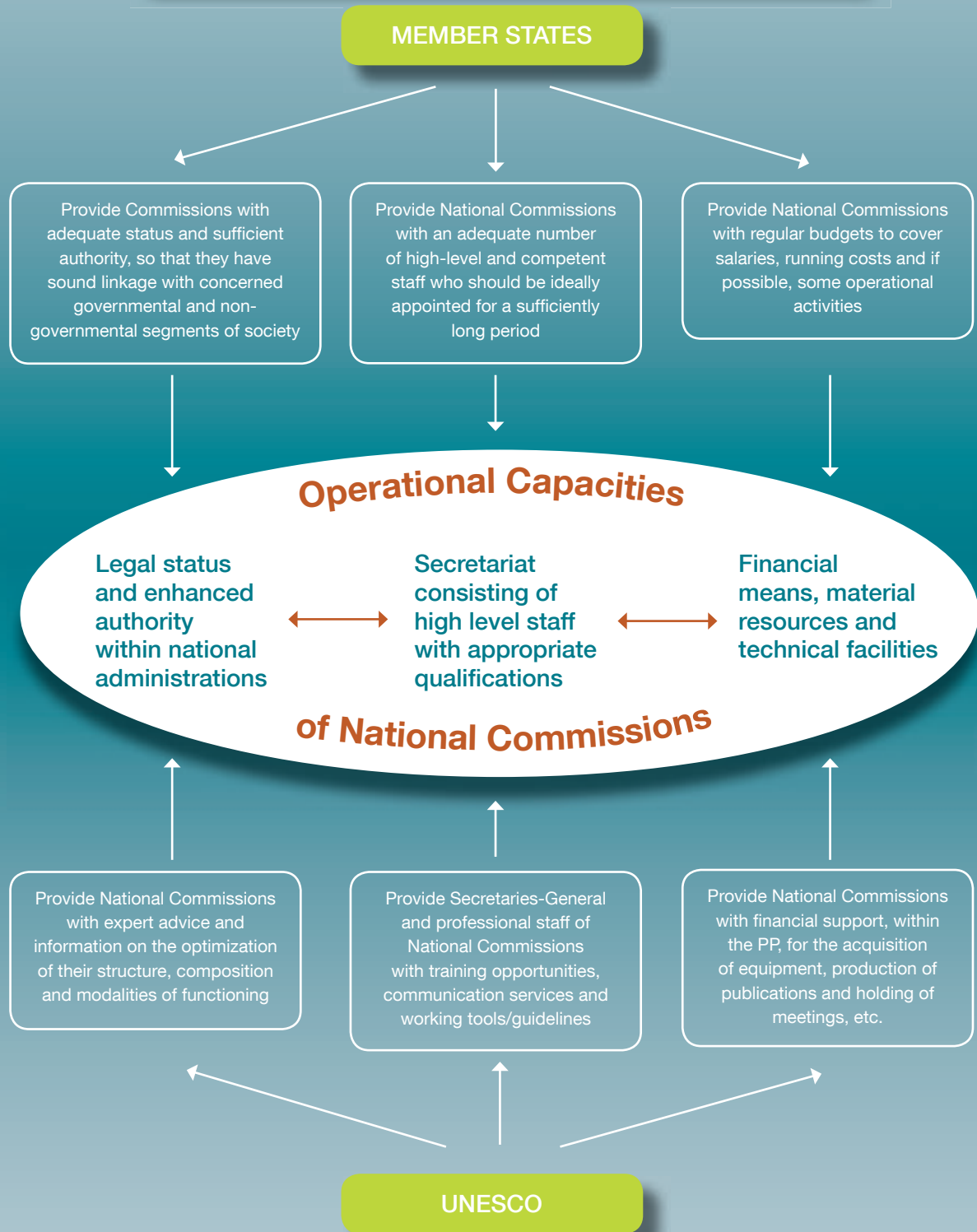
As stated in Article V of the *Charter of National Commissions*, as well as in various resolutions of the General Conference, UNESCO is called upon to contribute to the reinforcement of the operational capacities of National Commissions.

UNESCO does it by providing expert advice in the establishment and/or re-organization of National Commissions; training for their staff; financial assistance in the acquisition of equipment; support in the translation and dissemination of documents, and in the production of their own publications; assistance in staff and information exchange between and among National Commissions; and financial and technical assistance in the organization of sub-regional and regional meetings.

The assistance of UNESCO Field Offices is particularly important, notably in the strengthening of the communication capacities of National Commissions, in providing them with regular briefings on new developments in policy and working methods of UNESCO and hosting short-term attachments and internships of the staff of National Commissions.

> CHART 1

How Member States and UNESCO can help strengthen the status and capacities of National Commissions: sharing of responsibilities in accordance with the Charter of National Commissions for UNESCO adopted by the General Conference in 1978





STATUS OF NATIONAL COMMISSIONS

In legal terms, National Commissions are national entities set up by Member States. Their primary loyalty is therefore to their governments and to the national educational, scientific and artistic communities they represent. UNESCO's Constitution leaves it up to each Member State to define the legal status of its Commission and decide its place within the national administration. Consequently, each government approves the nature of its Commission for UNESCO and its positioning within the national administration.

Why a National Commission needs a legal instrument

Once a government decides to establish or re-establish its National Commission for UNESCO, it usually formalizes its decision through government orders, decrees or laws, or by way of a ministerial resolution of the “supervising” Ministry. It is also common for National Commissions to have their own Charter or Constitution endorsed by their governments. In some cases, the constituting legal instruments of National Commissions are approved by National Parliaments.

Ideally, it is desirable for each National Commission to have a legal instrument, which sets forth its positioning, composition, resources and conditions governing its work, preferably in the form of a Charter or a Constitution. UNESCO strongly encourages this approach because such a document helps a Commission to ascertain its authority among partner organizations and to consolidate its place within the national administration. It is preferable to review and if necessary revise, the legal instrument on a regular basis with a view to adapting the structure and working methods of the Commission in a rapidly-changing environment.

How National Commissions are positioned vis-à-vis their governments

The positioning of National Commissions in relation to their governments and partner agencies is at the core of their interests. In reality, it is difficult to categorize National Commissions in terms of their position within national administrations because their relations with government authorities often depend not only on their status laid down “on paper” (i.e. on the legal instruments of the Commissions) but also on the operational relations they have established with various ministries (particularly, with the one to which they are attached) and other national agencies and partner organizations.

Nevertheless, it is commonly accepted to group National Commissions generally into three main categories, namely:

- **Governmental** Commissions, which are structurally attached to ministries or other governmental bodies and their secretariats and which often function as an integral part of these ministries' structure. Such

Commissions not only receive sustained support and guidance from their Governments but also have direct access to policy-makers responsible for relations with UNESCO.

- **Semi-Governmental** Commissions, which could be, but not necessarily, separate from governmental structures but with permanent backing and support, for human and financial resources from “supervising” ministries or other governmental authorities, which often host the secretariats of these Commissions.
- **Autonomous** Commissions which function as independent institutions. Such Commissions have their own secretariat and enjoy an extended degree of autonomy in managing their activities in accordance with policy decisions taken by their governing bodies in line with national interests.

This classification is quite relative and theoretical. In reality, the mode of functioning of National Commissions is diverse and often complex. A National Commission may be governmental “on paper”, and in practice, enjoy an extended degree of functional autonomy. Alternatively, despite the legal instrument of a Commission conferring autonomous status, it may work as a purely governmental unit¹. Recent reviews suggest that National Commissions themselves have difficulty in qualifying themselves according to this classification.

It is hard to recommend which category of a National Commission is preferable. The decision on this matter should be taken by each Member State according to its circumstances and way of operating. A fully autonomous Commission may not “survive” and succeed in a highly administratively-centralized country, where civil society is only emerging as a factor of power while a totally governmental Commission can become inefficient or marginalized in a country which has powerful civil society movements and traditions. What is most important is not a nominal status but the real capacity of a Commission to perform

in an efficient and effective way. This in its turn depends on a number of factors, such as:

- Responsible relations with “supervising” Ministry
- Degree of functional autonomy
- Capacity to promote inter-ministerial and cross-sectoral cooperation
- Sound moral authority within a national administration
- Effective leadership
- Mutually-supportive relations with Permanent Delegations.

What responsibilities assigned to a “supervising” Ministry

Governmental and semi-governmental Commissions are usually structurally affiliated with a “supervising” ministry or another similar governmental institution. This approach is advantageous for purely practical reasons: a “supervising” body hosts the secretariat of a National Commission and/or provides it with human and financial resources². Autonomous Commissions do not have this type of arrangement but still coordinate their action with competent governmental authorities responsible for relations with UNESCO. Indeed, although autonomous Commissions are not legally or administratively attached to any specific ministry, their budgets essentially come from a designated ministry or agency. In addition, these Commissions maintain regular and formal relations with government departments, which are often represented in the membership of the Commission and/or its Executive Committee. It is worth noting that in a few countries, National Commissions have or strive to obtain a NGO status, in order to be more independent in the pursuit of their objectives.

The functional performance of a Commission depends, to a large extent, on its relations with the “supervising” body. Therefore, in the process

¹ In fact, a predominant majority of National Commissions identify themselves as being either governmental or semi-governmental entities. Moreover, the regular budgets of all types of Commissions, including autonomous ones, are provided by the Governments.

² Although in certain countries, the budgets of National Commissions are provided by several institutions, there is always one governmental entity which provides most of the resources.

of their establishment or re-organization, the question of a “supervising” body should be seriously considered. When a Ministry or Agency becomes a “supervising” body, it assumes certain responsibilities. There should be a clear understanding on the part of the “supervising” body that a National Commission is to be an entity to serve not only one Ministry but the entire range of governmental and non-governmental communities in a given Member State. Also, the “supervising” body should have, at the outset, full awareness of its obligations towards the Commission and provide it with autonomy, resources and facilities for the efficient implementation of tasks.

Some statistics

According to the latest available data, 74% of National Commissions identify themselves as governmental, 20% as semi-governmental and 6% as autonomous ones. It should be noted that at the global level, the share of semi-governmental Commissions is gradually growing at the expense of governmental ones.

60% of National Commissions are affiliated with Ministries of Education; 14% with Ministries of Foreign Affairs; 13% joint Ministries (e.g. a Ministry of Education, Science and Research; a Ministry of Education and Culture; a Ministry of Culture, Youth and Sports; etc.); 7% with Ministries of Culture, and the remaining 6% are attached to various other governmental departments and agencies.

Why operational autonomy is so essential for National Commissions

One of the essential features of the “best” or “optimal” legal instrument for a National Commission would be its provisions for functional independence. Regardless of what type of National Commission Member States decide to establish (i.e. governmental, semi-governmental or autonomous), it is important to include in its statutes or legal framework some provisions allowing for a degree of operational autonomy. This is essential for any Commission to achieve its constitutional objectives. If every action of a National Commission was “controlled” by the “supervising” ministry/agency, the Commission would have difficulty in gaining credibility among

its partners and its efficiency would visibly suffer.

An “ideal” National Commission should act in accordance with the decisions taken by its elected or designated governing bodies, and its statutes should allow it to (i) define its policy and its strategy of action, (ii) manage its funds, (iii) cooperate with the UNESCO Secretariat, including with Field Offices, (iv) implement its activities, (v) engage and consult with civil society at the national level and (vi) raise extra-budgetary funds in support of its own operations. In the context of the UN wide reform, it should be also capable, when relevant, to (vii) participate in UN Country Team programme planning discussions. Only then can a Commission operate as a genuine relay between UNESCO, its Government and civil society.

Why a Commission should promote inter-ministerial and cross-sectoral cooperation

UNESCO’s programmes are becoming increasingly multi-disciplinary. Cross-cutting focuses are being encouraged along with sectoral approaches. To work efficiently, a National Commission should establish close working relations with relevant stakeholders, representing every domain of UNESCO’s competence at the national level. Another important aspect of a National Commission’s planning should be its capacity to promote effective inter-ministerial and cross-sectoral cooperation. This would allow it to engage with a wide range of ministries, governmental departments and civil society organizations in its work and also generate greater national input to UNESCO’s activities.

Such an objective can be achieved through (i) carefully designing the membership of a National Commission, in order to ensure that all line ministries and concerned government departments – particularly, the ministries of foreign affairs, finance, planning and multilateral cooperation – are adequately represented on it. Other ways of doing it could be by (ii) affiliating the National Commission with the Cabinet of Ministers or the Office of the Prime Minister,

in order to avoid its “dependence” on a single ministry, or (iii) granting autonomous status to the Commission. (iv) Attaching the National Commissions to Ministries of Foreign Affairs has also its advantages, as it gives them greater outreach across line ministries and access to multilateral development programmes although this arrangement may affect the functional flexibility of the Commission as Foreign Affairs are usually politically sensitive ministries.

How a Commission can be better positioned in the Delivering as One UN process

Inter-ministerial outreach capacity is becoming especially needed in the context of UNESCO’s participation in the Delivering as One UN process. UNESCO is working with other UN Agencies in order to create platforms for National Commissions to participate in the discussions of the UN Country Team (UNCT) when relevant programming issues are discussed and Commissions’ participation is considered useful.

The cooperation of National Commissions with other UN Programmes was foreseen in their Charter. Article I, para 3 of that document stipulated that “National Commissions may participate in planning and execution of activities... undertaken with the assistance of the United Nations Development Programme (UNDP), the United Nations Environmental Programme (UNEP), and other international programmes”. Over the years, the National Commissions’ cooperation with other UN Agencies has been sporadic, based on a few exceptional initiatives. According to the latest survey, only 15% of National Commissions have had some kind of partnership relation with UN Agencies/Programmes.

The two recent agreements that UNESCO concluded with UNDP (October 2008) and UNEP (April 2009) created new momentum and opportunities to achieve that objective as part of the on-going UN-wide reform. However, in order to effectively cooperate with UNCT, the National Commissions should engage all relevant agencies

at the national level to foster their relevance. The National Commission’s position in relation to key ministries in charge of national planning and international cooperation and to civil society is particularly important for consolidating their credibility and relevance to UNCT deliberations.

Why a National Commission needs solid authority within national administration

The next important element in the status of a National Commission is its moral authority within national administrations. In performing their daily work, National Commissions interact with a large number of governmental and non-governmental institutions. They need a sufficiently high level of authority to make UNESCO’s objectives better known, broaden its range of influence and promote the execution of its programmes.

Ideally a National Commission should be respected on merit by virtue of its achievements. However, this may take several years to happen. Therefore, practical measures should be taken at the earliest stages to facilitate the process. The careful positioning of National Commissions within government structures is the first important step in that direction. Another indispensable measure should be upgrading the role and stature of the Commission’s leadership particularly, that of its Chairperson and Secretary-General.

Why effective leadership is important for National Commissions

The role of the Chairperson

The Chairperson is a key figure in assuring an enhanced authority and respected moral leadership for a Commission. In most Commissions, chairpersonship is assumed *ex-officio* by senior officials (mainly Ministers or Deputy-Ministers) of the ministries to which

these bodies are attached. There are also a few exceptional cases when the Chairpersons are Deputy Prime Ministers, Prime Ministers or even Heads of States. Such an arrangement certainly helps to expand the outreach capacity of National Commissions within governmental circles and thus upgrade their status and operation.

In situations when the Commissions are led by senior government officials, two important prerequisites should be respected. First, the person, who automatically becomes the Chairperson of the Commission due to his or her appointment to a cabinet position, should devote sufficient attention, time and effort to provide sustained and proactive intellectual leadership to the Commission. Second, he or she should endeavor to ensure that the National Commission has not become a subsidiary organ of the relevant ministry implementing only the instructions and directives of the latter but serve the interests of relevant line ministries and national intellectual communities.

The Chairperson can also be designated on merit in a personal capacity. In such a case, he or she is often elected from among the members of the Commission and then appointed by the Government or the “supervising” Minister for a specific period of time. This person may or may not be remunerated for services but the Commission should pay for travel and other expenses relating to the job. This arrangement is often seen in autonomous and semi-governmental Commissions.

When the Chairperson is appointed on a personal basis, he or she should be a person who has attained outstanding achievements in his or her areas of specialization and has demonstrated enduring commitment to UNESCO’s ideals and objectives. Most importantly, he or she should command sufficient intellectual and moral authority in the country to be able to mobilize national scientific and cultural resources and capacities in support of UNESCO’s mission, and to make the Commission’s voice heard within the government.

In a very few cases, governments create both the position of President and Chairperson of the Commission - the President being a Minister in an *ex-officio* capacity, and the Chairperson a person selected in his or her personal capacity. This distribution of responsibility could be also arranged through the creation of the positions

of Chairperson (a Minister) and Vice-Chairperson (an intellectual) with delegated authority.

Some statistics

According to the latest available data, 64% of National Commissions are chaired by Ministers in their *ex-officio* capacities and 78 % of Secretaries-General work on a full-time basis.

The role of the Secretary-General

Experience shows that the dynamism of every National Commission greatly depends on the work of its Secretary-General. The Secretary-General is responsible for the implementation of the Commission’s activities and the overall management of the Secretariat. The personality of the Secretary-General, his or her sense of enthusiasm and openness to innovations are important factors in effective management. In general, the Secretaries-General are civil servants and therefore, apart from personal qualities, the capacity of the Secretary-General to act efficiently depends also on his/her position within the national administration.

The Secretaries-General are appointed by the governments with paid salaries. In general, their term of office is not pre-determined, which perhaps explains the great turnover in that job. 30% of Secretaries-General change jobs every two years, the main cause being professional transfer or promotion. Their positions are also affected by government changes or reshuffles. In some cases, the position of Secretary-General is *ex-officio*, related to a specific position in “supervising” Ministries. This puts additional work pressure on the person and the efficiency of the National Commission may suffer unless he/she is backed up by a competent staff.

Ideally there are three basic principles with regard to the position of Secretary-General, notably: (i) he/she should be appointed on a full-time basis for a sufficiently long period – at least for four years, (ii) enjoy a higher-level grade within the national administration, and (iii) have easy access to the relevant policy-makers in the Government. It is preferable that he or she has a clearly defined job description, outlining duties and responsibilities. Most importantly, he or she

should develop close working relations with the Chairperson of the Commission with whom he/she should meet regularly.

Why good relations with Permanent Delegations are so vital

More than 180 Member States have appointed their Permanent Delegations to UNESCO. Nurturing effective mechanisms of interaction between National Commissions and Permanent Delegations to UNESCO is a key requirement, in particular to enhance the Commission's moral authority at UNESCO HQs. In general, the National Commissions are active and visible at the national level, whereas the Permanent Delegations have capacity to influence UNESCO at HQs level. Therefore, the constructive relations between the two bodies help a Member State to make the most of its membership to the Organization and to ensure that the common positions of national bodies in education, sciences and culture are adequately and permanently represented at UNESCO HQs, in addition to the positions of governments. Strong links between National Commissions and Permanent Delegations are essential to maximize National Commissions' capacity to act as advisory and liaison organs. This is especially important when a Member State is elected to the Executive Board of UNESCO.

There are multiple ways of strengthening relationships between these two institutions. For example, in some countries, there exists a well-established staff rotation policy between National Commissions and Permanent Delegations. The personnel of the National Commissions come to Paris to work in the Permanent Delegation or the Permanent Delegation's staff continue their service in the National Commission after the end of their term in Paris. This arrangement, which helps to cement institutional as well as personal bonds between National Commissions and Permanent Delegations, is particularly easy to implement when these bodies are supervised by the same Ministry.

In other cases, Permanent Delegates to UNESCO are *ex-officio* members of National Commissions. This practice is particularly encouraged as the Permanent Delegate's participation in the general assembly meetings of the National Commission would be extremely useful to brief the Commissioners of developments at UNESCO and the Governing Bodies. According to the latest survey, an overwhelming majority of National Commissions declare that they have direct interface with their Permanent Delegations to UNESCO. Of significance is the importance of personal relationships. The role of the Secretary-General is crucial to maintain the functional and personal relationships between the National Commission and the Permanent Delegation through concerted and balanced exchange of information and coordination.

In brief, in order to have an enhanced status, a National Commission needs:

- Freedom of action and functional autonomy,
- Ability to outreach and mobilize governmental and non-governmental actors,
- Capacity to promote inter-ministerial and cross-disciplinary cooperation,
- Upgraded moral authority within the national administration,
- An effective mechanism for cooperation with the Permanent Delegation,

as well as:

- A Chairperson who commands moral respect at the country level and deploys sufficient time to ensure proactive intellectual leadership,
- An energetic Secretary-General appointed for a sufficiently long period with a high-level grade.



MANDATE OF NATIONAL COMMISSIONS

For National Commissions, there are mainly three levels for action, notably: their relationship with their government agencies, stakeholders and national partners; their interaction with the UNESCO Secretariat and in perspective, with the UN Country Team where it exists; and their cooperation with other National Commissions especially at regional level. A Commission needs to be equally active in all three areas. In defining the range and level of their Commission's responsibilities, Governments should take into account (i) national priorities within their countries and (ii) universal objectives and characteristics which are common to all UNESCO National Commissions. These two aspects are complementary and an effective National Commission will discharge its "dual loyalties" as a national body with an international vocation.

Why a Commission's mandate should be defined by the national context

As national entities, the National Commissions should define their mandates primarily within the context of the national priorities of the Member State. Their terms of reference/protocols should reflect the historical dimension of the country's development, its intellectual potential and its strategic objectives at the sub-regional, regional and international levels. A National Commission is a platform that embodies the nation's diverse capacities and aspirations in all sectors of UNESCO's competence. Being closely aligned with national interests should give it credibility and attract support at the country level.

The scope of responsibilities entrusted to a National Commission should be comprehensive in their coverage but realistic in their targets. Each National Commission should have an annual or biennial *action* or *strategic plan* outlining its purpose, objectives, action plans and measurable expected outcomes. Such a plan could include answers to the questions such as "*what contribution can UNESCO make to the national agenda and how*

can the country's input advance the Organization's objectives?" Regular reviews of the benefits of belonging to UNESCO, possibly every six years and discussions on priority settings may also assist new members of commissions attuned to the responsibilities of the National Commission.

What universal objectives common to all National Commissions

As soon as a National Commission for UNESCO is set up, it automatically joins the network of the 196 National Commissions. The strength of this global network is that all its members work for the same purpose, and often, in similar conditions. Despite the diversity in their capacities, composition and resources, they all pursue common objectives, which include:

- ensuring the permanent presence of UNESCO in Member States and Associate Members;

- raising UNESCO's profile at the national level and increasing public awareness of its goals and ideals;
- linking national priorities of their countries with the international mission of the Organization and in so doing, convince relevant state authorities and other stakeholders of the benefits of belonging to UNESCO;
- associating intellectual and cultural resources and capacities of Member States to the activities of the Organization.

In the process of establishing a National Commission or in its re-organization, the Government should ensure that it contributes to these universal objectives and even expand them where appropriate to its priorities.

What basic functions for a National Commission

To achieve the twin goals based on national priorities and universal objectives, National Commissions are to discharge in cooperation with a number of ministerial departments, organizations, and individuals, as well as the UNESCO Secretariat, specific functions which should be clearly outlined in their statutes or legal instruments. In accordance with Article VII of UNESCO's Constitution, the Charter of National Commissions and the relevant Resolutions of the General Conference, the National Commissions are expected to perform the following duties:

- **Advisory**, by providing expert advice on UNESCO and its programmes to their governments and their respective delegations to the UNESCO Governing Bodies;
 - **Modalities of discharging** this function include: (1) consulting relevant national bodies in order to prepare the inputs of a Member State to UNESCO's Strategy and Programme, (2) informing concerned national bodies of UNESCO's international standard-setting instruments and of their advantages, (3) making proposals on the position of a Member State regarding key issues discussed at the Executive Board and General Conference, etc.
- **Liaison and coordination**, by providing permanent linkage between the UNESCO Secretariat and relevant government agencies, institutions, organizations, national affiliated partners, NGOs and individuals in Member States;
 - **Modalities of discharging** this function include: (1) keeping regular contacts with local partners and members of UNESCO's broader family at the national level (e.g. NGOs, UNESCO Clubs, parliamentarians, municipalities, UNESCO Chairs, ASP Schools, National Committees for Intergovernmental Programmes, Goodwill Ambassadors, etc.) and coordinating their interaction with UNESCO, (2) assisting UNESCO to map local experts and cooperate with them, (3) widely diffusing relevant information relating to UNESCO among local partners and help to organize their activities, (4) protecting UNESCO's name and logo at the national level, etc.
- **Information**, by making known the goals and activities of UNESCO at the local level, increasing its visibility and by channelling national inputs to the Organization's activities;
 - **Modalities of discharging** this function include: (1) undertaking active public information activities to keep the public aware of UNESCO's activities, (2) keeping close contacts with journalists so that UNESCO's topics are adequately covered in the media, (3) publishing books, periodicals, reports and setting up websites, (4) participating in UNESCO's surveys and studies, etc.
- **Participation**, in cooperation with the UNESCO Secretariat at and away from

Headquarters, **in the elaboration, execution and evaluation** of the Organization's programme.

- **Modalities of discharging** this function include: (1) taking active part in the Director-General's regional consultations, (2) signing contracts with the Secretariat to implement projects in line with C/5, (3) carrying out Participation Programme activities, (4) assisting the Secretariat to assess UNESCO's action and programmes, etc.

In addition, Article I of the Charter specifies that National Commissions (i) can be involved in activities undertaken in cooperation with other institutions of the UN System, (ii) assume responsibility for the operation of UNESCO projects, (iii) collaborate with other National Commissions in joint programmes, and (iv) carry out their own activities.

In the context of the on-going UN-wide reform, the cooperation of National Commissions, as advisory, liaison and programme implementation agencies, with the UN Country Team is particularly relevant, especially in the countries where UNESCO does not have an Office.

Regional priorities and partnerships should also be a focus for National Commissions to enhance their coordination and participation roles. For example it is noted that in the Arab States region, most National Commissions play coordinating roles not only with UNESCO but also with ALECSO (Arab League Educational, Cultural and Scientific Organization) and ISESCO (Islamic Educational, Scientific and Cultural Organization). Likewise, the National Commissions from many Islamic countries deal with ISESCO in addition to UNESCO.

Evolution of the functions of National Commissions

As outlined in Document 155 EX/37, the *Constitution* of the Organization initially entrusted the National Commissions with the tasks of *consultation* and *liaison*, to which were added the functions of *information* and *execution* at the 14th Session of the General Conference in 1966.

The *Charter of National Commissions for UNESCO*, adopted in 1978, broadened their mandate by adding the functions of *preparation* and *evaluation* of the programmes of UNESCO. Subsequently, at its 26th Session in 1991, the General Conference designated them as *chief participants in the decentralization process*.

Political and economic realities have gradually induced the National Commissions to extend their fields of action to *fund-raising* in the private and public sectors; *a diversification of the partnerships*; and an *intensification of collaboration among themselves*. It is against this background that the General Conference at its 27th Session in 1993 declared them to be "*UNESCO's most important partners*."

The 31st Session of the General Conference in 2001, through Document 31 C/4, recognized National Commissions as *constituent elements* of UNESCO and the 34th Session in 2007 reinforced their roles in the *protection of the Organization's name and logo* at the national level, thus recognizing National Commissions as significant entities within UNESCO.

How to cope with growing responsibilities when resources are limited

Although the list of objectives and functions is not exhaustive and comprehensive, it may still pose a challenge for some National Commissions, particularly for the newly-established ones with limited experience and resources. In such cases, the concentration of effort and resources on a few core functions is important even if it is a temporary solution.

In a longer term, Commissions should endeavour to cover all the basic functions. There are several examples of small Commissions with limited resources which succeed in carrying out their functions efficiently. They achieve this by employing innovative approaches, delegating tasks and using new technologies. They are active and respected members of the network, contributing knowledge, expertise and initiatives as an equal among large National Commissions.

How to strike a good balance between objectives and capacities

A balance should be struck between the responsibilities assigned to National Commissions, and the human/financial resources available to them. Pursuing ambitious objectives with insufficient capacity and resources could lead to a loss of authority and credibility.

It is desirable to review and if necessary revise, from time to time, possibly every six years, the level of responsibilities and tasks of individual National Commissions against their human and financial resources. When appropriate, a Commission may also look for partners to whom to delegate some of its responsibilities. In so doing, it can act as a catalyst for new partnerships with government institutions, universities, NGOs, UNESCO Clubs and other organizations as well as dedicated individuals. By skilfully coordinating their input, the Commission can multiply its capacities and further achieve its own objectives.

In brief:

- The responsibilities of each National Commission should be defined while taking into account the national priorities of the Member State concerned and its intellectual potential on the one hand, and the universal objectives and basic functions common to all National Commissions on the other.
- In the context of limited resources, concentration on core functions and priorities could be seen as a temporary solution. In a longer term, however, efforts should be made to be active in discharging all basic functions.
- A balance should be retained between the range of responsibilities entrusted to a National Commission and the resources available to achieve them.
- A regular revision of its tasks and resources should be carried out, preferably every six years.



MEMBERSHIP OF NATIONAL COMMISSIONS

The core of every National Commission is Commissioners. A National Commission is essentially a group of individuals designated to work together in either institutional or personal capacities. The membership brings together and aligns local expertise and specialized networks. Assisted by a secretariat, Commissioners interact among themselves and with other national and international counterparts. They generally participate in the work of the National Commission on a voluntary basis and do not claim, as a rule, financial remuneration for their input.

Why the Commission should be as broadly representative as possible

The composition of National Commissions is usually outlined in the statutes or legal documents issued by Governments. It is the duty of a Member State to ensure that its Commission is “broadly representative” of the Government and civil society, as stipulated in Article VII of UNESCO’s Constitution in order to reflect the constitutional spirit of UNESCO.

The Commission’s members could be either elected by its General Assembly for a specific period of time or designated by a “supervising” Minister following the recommendations made by the secretariat on the basis of broad consultations. For the sake of efficiency and intersectoral coverage, it is desirable that each key ministry and government agency dealing with matters within UNESCO’s fields of competence is represented in a National Commission or on its Programme Committees. These representatives could later act as focal points liaising the National Commission with their own ministries, and in so doing, increase its capacity for networking, outreach and influence. Assuring intersectoral coverage is essential for the success of any National Commission.

It is also vital to keep a balance in the proportion of members representing government authorities on the one hand and non-governmental circles on the other.³ When civil society organizations make active and direct contributions, it reduces the risk for the Commission to become a “narrow governmental body”.

What size should be optimal for the membership

There is no predefined or preferable figure for the size of a National Commission’s membership. The latest studies confirm that the size of Commissions greatly differs from one country to another. There are National Commissions with over 300 members and others with fewer than ten full-fledged Commissioners, who have the right to vote in the General Assembly. The “Info Sheets” in Part II show the variability in the size of National Commissions.

³ In a few countries, there exist options that exclude public servants (e.g. ex-officio members) from formal membership, in order ensure that the Commission has not become a bureaucratic entity and that there is no conflict of interests. Such an approach certainly needs careful consideration case by case within national contexts.

Two general principles are recommended in designing the size of the Commission, namely (i) comprehensiveness and (ii) manageability.

It is always desirable that the Commission's membership is sufficiently comprehensive to ensure that it represents a cross section of the country's intellectual resources from government and non-government sectors. If a Member State is a federal entity, it is important to ensure that all participants in the federation are represented on the National Commission. In some countries, Governments include representatives of various political parties and movements as well as major groups of stakeholders and national partners on their Commissions.

At the same time, the Commission must remain manageable with its activities developed in relation to its resources and with effective control of all its undertakings. In some cases, National Commissions have *corresponding* members who can actively take part in the work of the Commission and attend its meetings but without the right of vote. In a few Commissions, Ministries are not officially represented in the Commission's membership but can attend the Commissions meetings and speak.

Some statistics

35% of National Commissions have small-size membership (5-15 members); 45% have medium-size (16-40 members); 20% have large-size (more than 40 members).

Whom to select as the members of the Commission

Article IV of the Charter of National Commissions gives general indications on who could be ideally sitting on National Commissions. The *Handbook for National Commissions* also provides further guidance based on best practices and the available information. It is recommended that Governments consider the following list of persons to include in the membership, in addition to representatives of line ministries and other key governmental institutions:

- (i) Permanent Delegates to UNESCO;
- (ii) Representatives on the Executive Board;
- (iii) Members of UNESCO's intergovernmental councils and committees;
- (iv) Representatives of national committees of major intergovernmental programmes, such as MOST, MAB, etc.;
- (v) Representatives of national branches of international NGOs having official relations with UNESCO;
- (vi) Representatives of national coordinating bodies of UNESCO Clubs, Centres and Associations;
- (vii) Representatives of national NGOs and professional unions;
- (viii) Parliamentarians;
- (ix) Representatives of municipalities;
- (x) Representatives of youth and women organizations;
- (xi) UNESCO Chairs;
- (xii) Eminent scientists, writers, journalists and artists;
- (xiii) Representatives of the media;
- (xiv) UNESCO "Goodwill Ambassadors" and UNESCO Prize Winners;
- (xv) Former members of the Organization's Secretariat.

While the list is not exhaustive, it is recommended that wherever possible, parliamentarians and governors/mayors of cities in the Commission are included in order to promote new partnerships. The inclusion of the country's representatives on the UNESCO Executive Board and Permanent Delegates to UNESCO is also strongly encouraged. The Board representatives and Ambassadors/Permanent Delegates will keep the Commission members informed of major policy developments in the governing body as well as to communicate the Commission's views and positions to the Executive Board and other decision-making bodies at HQs. Such arrangements give the Commission additional power for outreach.

“Each National Commission will normally include representatives of ministerial departments, services and other bodies interested in matters of education, science, culture and information, as well as representative individuals belonging to the specialized communities involved. Its members should be sufficiently senior and competent to secure for it the support and co-operation of ministries, services, national institutions and persons capable of contributing to UNESCO's work”.

Article IV (2) of the Charter of National Commissions.

What terms of office for the Commissioners

There is no specific duration for the term of office for the Commissioners and each country should decide independently according to its requirements. In practice, the duration varies from one Commission to another but in general, members are appointed from three to six years. However, there are numerous Commissions whose statutes do not fix any time-framework, in order to leave room for flexibility. Depending on the situation, some or all members of the National Commission could be eligible for renewal for a further term of office.

In order to retain a certain degree of stability, it is strongly recommended that the membership does not change too often. The minimum duration

could be three years, but it is difficult to determine the maximum. While it could be difficult to respect this benchmark for the members in “institutional/ex-officio capacity” representing their Ministries or Organizations in the Commission who may change their main jobs, this criteria could be easily applied for the members who are designated in “personal capacities”. Ideally, a proportion of the membership should change at a given interval – for instance, every two-three years – in order to ensure continuity of experience within the Commission while benefiting from new expertise.

Why regular meetings are so important

A National Commission is by nature a platform for interaction between institutional entities and individuals. In order to keep the Commission “alive” and dynamic, its members -- especially its Executive Committee and its Programme/Specialized Committees -- should meet regularly. If the members do not have ongoing permanent interaction and if the Commission does not benefit from the regular work of its Committees, this Commission risks becoming a dormant bureaucratic body to lose its permanent contact with the nation's intellectual circles. The annual or biennial meetings of all members in plenary sessions (i.e. General Assembly) should be a must for all National Commissions.

Two factors are essential for assuring that a National Commission and its Programme Committees meet systematically. First, the leaders of the Commission – the Chairperson, Chairs of Programme or Specialized Committees and the Secretary-General – should put time and effort into planning and organizing meetings. Second, minimum financial and human resources should be available in the budget of the Commission to cover the administrative costs relating to such meetings. It is not possible to hold systematic organisational meetings without adequate funding and resources.

The meetings should be well planned and devoted to the discussion of priority issues and focussed on specific topics. Participation

of international experts and specialists as well as representatives on the Executive Board and Ambassadors/Permanent Delegates in such meetings would encourage members to engage and participate. In view of the rapid development

of new information and communication technologies, the leaders should also plan, wherever appropriate, virtual meetings of the Commission or its Programme Committees in the form of electronic discussion forums.

In brief:

- Membership of a National Commission should be as broadly representative as possible, in order to include all key stakeholders.
- A balance should be retained in the proportion of members representing the government on the one hand and non-governmental circles on the other.
- The members of a National Commission should be appointed for at least three years and when there is a change in membership, the continuity of experience should be maintained while paving the way for new expertise.
- Members should meet as often as possible, in order to keep the Commission a dynamic entity.



STRUCTURE OF NATIONAL COMMISSIONS

Like their membership, the structure of most National Commissions is set out in their statutes/founding legal documents. There are numerous variations in structural arrangements and it is almost impossible to find two identically structured Commissions for UNESCO. The structure of a National Commission depends on three factors, (i) the priorities of the concerned Member State in the fields of UNESCO's competence, (ii) the size of the Commission's membership and its resources, and (iii) the level of the country's intellectual potential and its commitment to international cooperation.

What basic structural components are common to the National Commissions

In general, and for efficiency and clarity, most National Commissions try to align their structures with UNESCO's own structure and programme activities. Consequently, many National Commissions have some or all of the following structural components

- A *General Assembly*,
- An *Executive Committee* (or Bureau, Council, etc.),
- *Programme Committees* (or Sub-Commissions, Sub-Committees, etc.),
- *Working Groups* (or Advisory Groups, *Ad hoc* Groups, etc.),
- *National or Specialized Committees for UNESCO's Intergovernmental Programmes*, and
- A *secretariat*.

It should be noted, however, that not all National Commissions have or should have these structural components. As stipulated in UNESCO's Constitution, each Member State is free to organize the work of its National Commission in a way it finds most appropriate.

It is recommended that each Member State carefully design the structure of its Commission based on its national priorities, the country's intellectual potential and the Commission's membership, capacity and financial resources. For that reason, it would be useful to have an overview of the traditional components of National Commissions' structure, based on the global survey.

General Assembly

The General Assembly is made up of all members of the Commission and is its highest decision-making body. The members of the General Assembly are usually called the Commissioners, with the right to vote. The Chairperson of the Commission, who is either appointed by the Government or elected from among the members of the Commission, presides the sessions of the General Assembly. Such meetings are usually convened once or twice a year.

The regular or extra-ordinary sessions of the General Assembly represent opportunities to:

- (i) inform the members of the Commission of latest developments at UNESCO, including the most relevant decisions of its governing bodies;

- (ii) examine the general policy and programme activities of the National Commission;
- (iii) approve reports of past activities and future orientations and perspectives; and
- (iv) discuss thematic issues in the fields of the Organization's competence.

The costs relating to the organization of the General Assembly meetings are covered by the regular budget of the Commissions.

Executive Committee

It is composed of a limited number of the Commission's senior and influential members, for example the Chairperson, Vice-Chairperson(s), Chairpersons of Programme Committees, and the Secretary-General. The Executive Committee is a Coordinating Body of the National Commission. Its meetings are chaired by the Chairperson of the Commission or by a person designated by him/her. The Executive Committee meets frequently – depending on a country, from 3 to 10 times a year – in order to address policy issues in a quick and timely manner.

The Executive Committee is the most formal body of a National Commission. Between two plenary sessions of the General Assembly, the Executive Committee is expected to:

- (i) provide guidance to the leadership of the Commission on questions relating to policy and programme;
- (ii) set specific priorities for the Commission within the framework of available resources; and
- (iii) supervise the implementation of the National Commission's activities.

Programme Committees

Programme Committees are composed of members of the Commission and/or representatives of relevant organizations and individual experts who may not necessarily be formal members of the Commission. They are usually established on a permanent basis in areas corresponding to UNESCO's fields of competence (education, sciences, culture, communication and interdisciplinary themes) and are considered as the principal intellectual arm of the Commission where all available expertise comes together and interacts. Programme Committees are involved in the reflection and implementation of programme activities. They are also well placed to advise on their country's preparation for the participation in UNESCO's General Conference.

It is important to note that it is not mandatory to form Programme Committees in line with the major sectors of UNESCO's competence. Each National Commission should decide on the priorities of its country in a particular area and where the most interest is expressed. No quota should be set up for the number of Committees. The Commissions should again decide on the number according to their need and agreed priorities. There are cases where the Commission has only two programme committees whereas others have as many as 14. It is recommended that the number of Programme Committees is manageable and also that these Committees work regularly.

The size of Programme Committees could be also defined in accordance with needs. Each Committee should have its own Chairperson designated/elected from among the members of the Commission. The period of individual membership in Programme Committees is different from one Commission to another. In this respect, it is advisable to be flexible while still respecting the principle of the continuity of experience. Usually, the meetings of Programme Committees are convened three or four times a year. Often, for practical reasons, they are scheduled immediately before or after the General Assembly of the Commission.

Ad hoc Working Groups

National Commissions are creative in establishing Committees. They often set up Working Groups, Advisory Panels and Expert Boards, which are made up of leading specialists and individual experts in certain areas who normally have no formal membership relations with the Commission. These groups are usually established on an *ad hoc* basis with clearly defined terms of reference and duration and help the Commission to achieve its specific objectives, for example to generate national input to the UN Decade on Education for Sustainable Development.

A National Commission may establish as many working groups as it thinks necessary. These groups should not however become permanent bodies; otherwise they risk losing their flexibility. For the sake of efficiency, the size of each working group should remain manageable (e.g. maximum 20 members). In general, such groups are led by a member of the Commission and their meetings are held as often as required. Depending on needs and resources, National Commissions may also establish Virtual Working Groups that interact using new IC technologies.

National Committees for Intergovernmental Programmes

National Commissions frequently initiate and/or coordinate the establishment of National or Specialized Committees for UNESCO's Intergovernmental Programmes and Commissions (such as MOST, MAB, IHP, IOC, etc.). These Committees are often regarded as structural parts of National Commissions, although this might not, from a legal point of view, always be the case. While coordinating their activities with National Commissions, the National Committees may work independently and closely with UNESCO's Secretariat.

The main objective of National Committees for Intergovernmental Programmes is to involve national experts and expertise to the specific objectives of a given international programme. The National Commissions are encouraged to create

these bodies and support their functioning, in close cooperation with the UNESCO Secretariat. Representative(s) of the National Commissions concerned can be included in the membership of National Committees. Often, the secretariats of National Commissions provide secretarial and organizational assistance to these Committees.

Secretariat of the National Commission

The secretariat is an executive body engaged on a daily basis in the organization and implementation of the activities of a National Commission. The credibility of the National Commission as an efficient entity largely depends on the functioning of its secretariat. The secretariat ensures the Commission's permanent contact with UNESCO as well as with national and international partner organizations. The staff of the secretariat is made up of civil servants and led by a Secretary-General or by an official with an equivalent mandate.

The size, structure, resources and location of the secretariat vary from one country to another. Ideally, the secretariat should employ at least one programme specialist to be responsible for each sector/field of UNESCO's competence as well as for the coordination of the work of the Commission's relevant Programme Committees. The secretariats of most National Commissions run their documentation centres which hold UNESCO publications (more information on the secretariat is provided in the next chapter).

"Decentralized" Units

A few Member States, which have large territories with several administrative regions, establish one or more "decentralized unit(s)" of their National Commissions. While this arrangement may require additional financial and human resources, it also creates further opportunities especially for the intellectual communities and individuals in remote areas of the country to participate directly and regularly in the activities of the National Commission, as well as to contribute to making UNESCO's ideals better known at community level.

Why flexibility is so important

Leaving room for flexibility and rapid adaptation should be a guiding principle in designing the structure of a National Commission. Ideally, this principle should be enshrined in the statutes/legal document of the Commission. Such a provision

would allow the Commission to adapt timely and easily to new changes related to UNESCO's programmes as well as to national priorities of the Member State. The capacity to undertake structural adjustments quickly would be an advantage for any Commission that wishes to advance its activities in accordance with rapidly-changing circumstances.

In brief:

- Each Member State should define the structure of its Commission in accordance with its own needs and priorities.
- Most National Commissions have similar structural charts which resemble, to a large extent, UNESCO's own structure, but this should not be seen as mandatory.
- Leaving room for rapid adjustments should be a guiding principle in defining the structure of a National Commission.



SECRETARIAT OF NATIONAL COMMISSIONS

It is expected that each National Commission will have its own secretariat. Depending on the situation, the secretariat could either be an integral structural part of the “supervising” body to which the National Commission is attached, or a separate entity with its premises located within the building of the “supervising” authority or outside. The secretariat is an essential functional pillar of the architecture of any Commission. It needs to be equipped with human, technical and financial resources. The efficiency of a National Commission, particularly in its interface with UNESCO and its Government, often depends on the operational capacity of its secretariat. Lack of human and financial resources is reported to be the most common constraint of National Commissions.

What minimum staffing a National Commission requires

The most important resource of a secretariat is its staff who undertakes, under the leadership of a Secretary-General, the daily work of the National Commission. When a secretariat is an integral part of the “supervising” ministry or authority, its staff is subject to the overall personnel policy of this body. In autonomous Commissions, the Secretary-General may have the right to decide on staffing which is to be endorsed by the Chairperson and/or the governing bodies of the Commission.

The permanent staff members of National Commissions are usually considered public or civil servants. Some National Commissions with modest staffing resources also employ temporary personnel on an ad hoc basis for specific tasks or events, for instance to organize meetings and conferences. This type of structure enables the National Commission to be flexible and to function efficiently with limited resources by reducing permanently-employed staff costs.⁴

⁴ A number of National Commissions, who are not in a position to have a required number of permanent staff, try to find solutions by (i) recruiting temporary staff for

In deciding on personnel policy or in establishing a staffing table, three important requirements are essential to ensure efficiency. These factors could be termed as a “*CCC Stipulation*”:

- **Competence.** To perform their duties efficiently, the personnel, particularly professional staff, should have good knowledge, experience and expertise in their field of specialization. They should be able to use new information technologies and speak and write in at least one of the working languages of UNESCO (English or French).
- **Continuity.** It takes time to acquire a sound knowledge of UNESCO and its working methods. Lack of stability as a result of frequent personnel changes can make the human resources of the secretariat vulnerable and endanger its capacity to operate efficiently. This becomes particularly serious in small secretariats with a few staff members. The stability and continuity of experience in the secretariat is therefore vital.

specific projects, (ii) hiring specialists on a part-time basis and thus increasing the number of available personnel, (iii) enhancing the role of focal points from various ministries and agencies in the work of the Commission, and/or (iv) involving students and volunteers from universities, UNESCO Clubs and other organizations.

- **Critical mass.** To be active and operational, the secretariat needs a sufficient number of specialists to adequately cover all areas of UNESCO's fields of competence. Ideally, a secretariat should have one professional staff member for each major programme area who could also provide secretarial support to Programme Committees of the Commission. The secretariat also requires general support staff to provide secretarial assistance, run a documentation centre and undertake the accounting.

Experience shows that the operational success of the National Commission does not solely depend on the quantity of its staff but rather on their dedication, competence and hard work. There are several examples of Commissions with a small-sized secretariat achieving remarkable results due to the efficient work of its staff. As such cases remain rather exceptional, UNESCO recommends to governments that the National Commission's secretariat be staffed with the minimum number of personnel, as indicated here.

UNESCO's assistance. UNESCO contributes to the strengthening of human resources of the National Commissions. Every biennium, a substantial amount of funding is spent on the capacity building programme, which is managed by the National Commissions Section of the UNESCO Secretariat. This support is made available through:

- offering training opportunities to their officials at the national, regional and interregional levels, and
- providing information, counsel, guidelines and reference materials to be used in their daily work.

What technical facilities a National Commission needs

To operate efficiently, the secretariat of a National Commission needs to be adequately housed and equipped. The secretariat's premises should be easily accessible to the general public looking for information on UNESCO or wishing to participate in its activities. In some developing countries, it is important to ensure that the premises are connected to reliable telephone lines and have a permanent supply of electricity.

Location of National Commissions' secretariats

As mentioned in previous chapters, it is essential to provide functional autonomy to National Commissions. One way of doing this – especially in the case of governmental and semi-governmental Commissions – would be to locate the secretariat of a Commission outside of the premises of the “supervising” Ministry or Agency. When the secretariat is housed within ministerial premises, there is a risk of it becoming a governmental entity, with limited accessibility for the public at large. Solutions could be made by renting offices in universities, libraries or other similar locations. In a few countries, the secretariat of the National Commission occupies an entire building, which is either rented or owned.

It is important for a secretariat to be equipped with modern information and communication tools and services, in addition to office furniture. The secretariat's computers should be regularly renewed. Having telephone, fax and e-mail facilities should be considered essential and indispensable. Further, Governments should endeavour to provide their Commission with permanent access to Internet, in order to enable them to operate efficiently in the age of information. It is also strongly recommended that National Commissions set up and manage their own Websites.

UNESCO's assistance. The Organization supports National Commissions in enhancing their material and technical resources. This is usually done through the Participation Programme. When appropriate, National Commissions may submit requests for funds for the purchase of office equipment (e.g. computers, printers, fax machines, photocopy machines,

etc.), the acquisition of access to Internet, the establishment of documentation centres, and for the publication and dissemination of information bulletins.

Why financial resources are so important for a Commission's efficiency

It is the responsibility of a government to provide a National Commission with an annual budget, which is managed by its secretariat. The availability of sufficient financial means is an important prerequisite for the National Commission to reinforce its identity, demonstrate its strength and justify its existence. Without proper funding at its disposal, the National Commission cannot discharge its functions. In practice, the size of the National Commission's budget differs from one country to another with huge variations. One National Commission has an annual budget of less than US\$ 7 thousand, while another Commission has a budget exceeding US\$ 7 million.

A National Commission has two main funding sources - the regular budget of the Commission and extra-budgetary resources.

As a rule, the regular budget of a National Commission is provided by the Government through annual allocations. Depending on the situation, it could be merged with the budget of the "supervising" body⁵ or managed independently by the Commission itself. The regular budget should be sufficient to cover personnel costs (staff salaries, remunerations,), running costs (rent, electricity, communication, equipment) and operational costs (projects, meetings, missions) of the National Commission.

Having a regular budget allocation for its programme activities allows a National Commission to organize the meetings of its members, hold national seminars and

5 Numerous National Commissions, the secretariats of which are integral part of a "supervising" Ministries, do not have their own regular budget as such. In such cases, the Commission has no funds for its operational activities, the staff salaries, rentals and running costs make part of the Ministry's overall budget.

workshops, send national specialists to UNESCO's international conferences, launch projects and involve experts in its activities, produce books, reports and other publications, undertake missions, etc. In short, possession of programme funds, even in a modest amount, significantly helps a National Commission to operate effectively and realize its potential.

In addition to regular government allocations, a National Commission may mobilize extra-budgetary assistance from various state institutions and agencies, international organizations, the private sector or individuals. This support is seldom in the form of direct cash. When National Commissions mobilize extra-budgetary funds, they usually do it for specific and targeted activities, often in the form of co-funding and co-organizing in partnership with governmental or non-governmental partners.

The practice shows that some Commissions are very good at mobilizing funds while others are just discovering the potential and challenges of this type of exercise. The results of the recent global survey show that in general fund-raising remains a limited practice which a majority of National Commissions do not utilize. In developing partnership relations, particularly with the private sector, a National Commission should make sure that its name and integrity and that of UNESCO are not compromised.

Some statistics

According to the latest data, National Commissions employ, on average, 9 staff members including both professional and support staff, with a range from no full-time staff to 60 staff members.

35% of National Commissions have small-size Secretariats (1-5 staff members); 44% medium-size (6-15 staff members) and 19% large-size (more than 15 staff members).

41% of National Commissions publish information bulletins, 67% produce annual reports, and 53% have established their own websites.

Budgets of National Commissions vary from one country to another. There is, for instance, one Commission which has an annual budget of US\$ 7 million whereas another one has only US\$ 7 thousand in its regular budget.

Every biennium, UNESCO invests more than US\$ 2 million to support the network of National Commissions, including the financial assistance provided under the Participation Programme.

Funding from UNESCO. National Commissions can also receive funds from UNESCO. It is done under two specific forms. First, the Organization can co-finance national activities undertaken by National Commissions through the Participation Programme (PP). In such cases, UNESCO's financial contribution is channeled through the National Commissions which are the principle bodies presenting PP requests, with responsibility for the financial and activity reports relating to the approved projects.

Second, National Commissions can enter into contractual relations with the UNESCO Secretariat to carry out specific activities funded under the Organization's regular programme or extra-budgetary resources.

As the recent global survey shows, some National Commissions erroneously consider the funding received from UNESCO, through the Participation Programme, to be part of their regular budget. This is incorrect. Financial contributions of UNESCO are provided only and exclusively for specific projects and cannot be regarded as part of National Commissions' regular budget and cannot substitute it.

There are certain conditions to be respected when a National Commission secures funds from UNESCO. In order to receive financial allocations, a National Commission should

- (i) have its own bank account;
- (ii) use UNESCO funds only to cover operational costs related to approved activities;
- (iii) be accountable and to prove, when required, that UNESCO's funds have been spent with maximum efficiency and effectiveness.

Indicators on National Commissions' status, composition and resources

115 out of 196 National Commissions participated in the global survey; the below statistics are based on the analysis of their replies to the questionnaire.

Status, “Supervising” Ministries and Chairpersons

REGION	Status			“Supervising” Ministries			Chairperson		
	Type	N ¹ .	% ²	Type	N.	%	Position	N.	%
Africa 30 out of 46 NatComs replied	Autonomous	1	3.3%	Education	27	90%	Minister of Education	23	76.7%
	Semi-autonomous	4	13.3%	Foreign Affairs	0	0%	Minister of Foreign Affairs	0	0%
	Governmental	25	83.4%	Culture	1	3.3%	Minister of Culture	1	3.3%
				Joint Ministries ³	2	6.7%	Minister of Joint Ministries	1	3.3%
				Others ⁴	0	0%	Personal Capacity	5	16.7%
Others	0	0%	Others	0	0%	Others	0	0%	
Total	30		Total	30		Total	30		
Arab States 13 out of 18 NatComs replied	Autonomous	0	0%	Education	11	84.6%	Minister of Education	10	76.9%
	Semi-autonomous	1	7.7%	Foreign Affairs	0	0%	Minister of Foreign Affairs	0	0%
	Governmental	12	92.3%	Culture	1	7.7%	Minister of Culture	0	0%
				Joint Ministries	0	0%	Minister of Joint Ministries	0	0%
				Others	1	7.7%	Personal Capacity	3	23.1%
Others	0	0%	Others	0	0%	Others	0	0%	
Total	13		Total	13		Total	13		
Asia and Pacific 19 out of 46 NatComs replied	Autonomous	1	5.2%	Education	10	52.6%	Minister of Education	9	47.4%
	Semi-autonomous	4	21%	Foreign Affairs	2	10.5%	Minister of Foreign Affairs	1	5.2%
	Governmental	14	73.7%	Culture	1	5.3%	Minister of Culture	0	0%
				Joint Ministries	3	15.8%	Minister of Joint Ministries	2	10.5%
				Others	3	15.8%	Personal Capacity	4	21%
Others	3	15.8%	Others	3	15.8%	Others	3	15.8%	
Total	19		Total	19		Total	19		
Europe and North America 31 out of 50 NatComs replied	Autonomous	5	16.1%	Education	7	22.6%	Minister of Education	1	3.2%
	Semi-autonomous	11	35.5%	Foreign Affairs	11	35.5%	Minister of Foreign Affairs	2	6.5%
	Governmental	15	48.4%	Culture	4	12.9%	Minister of Culture	0	0%
				Joint Ministries	6	19.3%	Minister of Joint Ministries	1	3.2%
				Others	3	9.7%	Personal Capacity	27	87.1%
Others	0	0%	Others	0	0%	Others	0	0%	
Total	31		Total	31	59.1%	Total	31		
Latin America and Caribbean 22 out of 36 NatComs replied	Autonomous	0	0%	Education	13	59.1%	Minister of Education	10	45.6%
	Semi-autonomous	3	13.6%	Foreign Affairs	3	13.6%	Minister of Foreign Affairs	2	9.1%
	Governmental	19	86.7%	Culture	1	4.6%	Minister of Culture	1	4.5%
				Joint Ministries	5	22.7%	Minister of Joint Ministries	5	22.7%
				Others	0	0%	Personal Capacity	3	13.6%
Others	1	4.5%	Others	1	4.5%	Others	1	4.5%	
Total	22		Total	22		Total	22		
Total 115 out of 196 NatComs replied	Autonomous	7	6.1%	Education	68	59.1%	Minister of Education	50	44.1%
	Semi-autonomous	23	20%	Foreign Affairs	16	13.9%	Minister of Foreign Affairs	5	4.3%
	Governmental	85	73.9%	Culture	8	7%	Minister of Culture	2	1.7%
				Joint Ministries	16	13.9%	Minister of Joint Ministries	10	8.7%
				Others	7	6.1%	Personal Capacity	42	36.6%
Others	3	2.6%	Others	3	2.6%	Others	3	2.6%	
Total	115		Total	115		Total	115		

1. N. – Number of replies under this category comparing with the total replies received.

2. % – Percentage of replies under this category comparing with the total replies received.

3. Joint Ministries – a Ministry of Education, Science and Research; a Ministry of Education and Culture; a Ministry of Culture, Youth and Sports; etc.

4. Others – Prime Minister; Deputy Prime Minister; Head of an Agency, etc.

Membership, Programme Committees and Reporting Mechanisms

REGION	Membership			Programme Committees			Reporting Mechanisms		
	Average size	N ¹ .	% ²	Established	N.	%	Modality	N.	%
Africa 30 out of 46 NatComs replied	Small (5-15 members)	8	26.7%	Yes	26	86.7%	Annual Report	22	73.3%
	Medium (16-40 members)	13	43.3%	No	2	6.7%	Biennial Report	1	3.3%
	Large (more than 40)	7	23.3%	NS	2	6.6%	Information Bulletin	13	43.3%
	NS ³	2	6.7%				Website	6	20%
	Total	30		Total	30		Total	30	
Arab States 13 out of 18 NatComs replied	Small (5-15 members)	4	30.8%	Yes	10	76.9%	Annual Report	11	84.6%
	Medium (16-40 members)	8	61.5%	No	1	7.7%	Biennial Report	1	7.6%
	Large (more than 40)	1	7.7%	NS	2	15.4%	Information Bulletin	9	69.2%
	NS	0	0%				Website	8	61.5%
	Total	13		Total	13		Total	13	
Asia Pacific 19 out of 46 NatComs replied	Small (5-15 members)	7	36.8%	Yes	14	73.7%	Annual Report	13	68.4%
	Medium (16-40 members)	9	47.4%	No	3	15.8%	Biennial Report	2	10.5%
	Large (more than 40)	2	10.5%	NS	2	10.5%	Information Bulletin	9	47.3%
	NS	1	5.3%				Website	9	47.3%
	Total	19		Total	19		Total	19	
Europe and North America 31 out of 50 NatComs replied	Small (5-15 members)	7	22.6%	Yes	23	74.2%	Annual Report	21	67.7%
	Medium (16-40 members)	15	48.4%	No	4	12.9%	Biennial Report	5	16.2%
	Large (more than 40)	8	25.8%	NS	4	12.9%	Information Bulletin	9	29%
	NS	1	3.2%				Website	27	87%
	Total	31		Total	31		Total	31	
Latin America and Caribbean 31 out of 50 NatComs replied	Small (5-15 members)	12	54.6%	Yes	12	54.5%	Annual Report	11	50%
	Medium (16-40 members)	5	22.7%	No	4	18.2%	Biennial Report	0	0%
	Large (more than 40)	2	9.1%	NS	6	27.3%	Information Bulletin	8	36.3%
	NS	3	13.6%				Website	11	50%
	Total	22		Total	22		Total	22	
Total 115 out of 196 NatComs replied	Small (5-15 members)	38	33.1%	Yes	85	73.9%	Annual Report	78	67.8%
	Medium (16-40 members)	50	43.5%	No	14	12.2%	Biennial Report	9	7.8%
	Large (more than 40)	20	17.4%	NS	16	13.9%	Website	61	53%
	NS	7	6.1%				Information Bulletin	48	41.7%
	Total	115		Total	115		Total	115	

1. N. – Number of replies under this category comparing with the total replies received.
2. % – Percentage of replies under this category comparing with the total replies received.
3. NS – Not specified.

Secretary-General, Secretariat and Daily Challenges

REGION	Secretary-General			Secretariat			Challenges		
	Post	N ¹ .	% ²	Size	N	%	Type	N.	%
Africa 30 out of 46 NatComs replied	Full-time	26	86.7%	Small (1-5 staff)	6	20%	Budgetary limitations	22	73.3%
	Part-time	1	3.3%	Medium (6-15 staff)	14	46.7%	Shortage of staff	8	26.6%
	NS ³	3	10%	Large (more than 15)	10	33.3%	Lack of expertise	6	20%
				NS	0	0%	Weak technical capacity	1	3.3%
							Lack of visibility	0	0%
							Others ⁴	10	33.3%
						NS	5	16.6%	
	Total	30		Total	30		Total	30	
Arab States 13 out of 18 NatComs replied	Full-time	13	100%	Small (1-5 staff)	0	0%	Budgetary limitations	6	46.1%
	Part-time	0	0%	Medium (6-15 staff)	6	46.2%	Shortage of staff	1	7.6%
	NS	0	0%	Large (more than 15)	7	53.8%	Lack of expertise	2	15.3%
				NS	0	0%	Weak technical capacity	2	15.3%
							Lack of visibility	0	0%
							Others	5	38.4%
						NS	4	30.7%	
	Total	13		Total	13		Total	13	
Asia and Pacific 19 out of 46 NatComs replied	Full-time	15	78.9%	Small (1-5 staff)	6	31.6%	Budgetary limitations	9	47.3%
	Part-time	4	21.1%	Medium (6-15 staff)	9	47.3%	Shortage of staff	9	47.3%
	NS	0	0%	Large (more than 15)	4	21%	Lack of expertise	2	10.5%
				NS	0	0%	Weak technical capacity	3	15.7%
							Lack of visibility	2	10.5%
							Others	5	26.3%
						NS	1	5.2%	
	Total	19		Total	19		Total	19	
Europe and North America 31 out of 50 NatComs replied	Full-time	19	61.3%	Small (1-5 staff)	17	54.9%	Budgetary limitations	16	51.6%
	Part-time	3	9.7%	Medium (6-15 staff)	12	38.9%	Shortage of staff	15	48.3%
	NS	9	29%	Large (more than 15)	1	3.1%	Lack of expertise	1	3.2%
				NS	1	3.1%	Weak technical capacity	0	0%
							Lack of visibility	3	9.6%
							Others	11	35.4%
						NS	9	29%	
	Total	31		Total	31		Total	31	
Latin America and Caribbean 31 out of 50 NatComs replied	Full-time	17	77.2%	Small (1-5 staff)	11	50%	Budgetary limitations	11	50%
	Part-time	1	4.6%	Medium (6-15 staff)	10	45.5%	Shortage of staff	9	40.9%
	NS	4	18.2%	Large (more than 15)	1	4.5%	Lack of expertise	4	18.1%
				NS	0	0%	Weak technical capacity	1	4.5%
							Lack of visibility	4	18.1%
							Others	6	27.2%
						NS	2	9%	
	Total	22		Total	22		Total	22	
Total 115 out of 196 NatComs replied	Full-time	90	78.3%	Small (1-5 staff)	40	34.8%	Budgetary limitations	64	55.6%
	Part-time	9	7.8%	Medium (6-15 staff)	51	44.3%	Shortage of staff	42	36.5%
	NS	16	13.9%	Large (more than 15)	22	19.1%	Lack of expertise	15	13%
				NS	2	1.8%	Weak technical capacity	7	6%
							Lack of visibility	9	7.8%
							Others	37	32.1%
						NS	21	18.2%	
	Total	115		Total	115		Total	115	

1. N. – Number of replies under this category comparing with the total replies received.
2. % – Percentage of replies under this category comparing with the total replies received.
3. NS – Not specified.
4. Others – Inadequate status; insufficient autonomy and flexibility; lack of authority, etc.

PART II

DETAILED INFOSHEETS ON NATIONAL COMMISSIONS: SELECT ED INFORMATION ON THEIR STATUS, STRUCTURE AND RESOURCES

The objective of presenting detailed infosheets is to provide the reader with concrete examples of the organizational charts, structural arrangement and operational capacities of National Commissions.

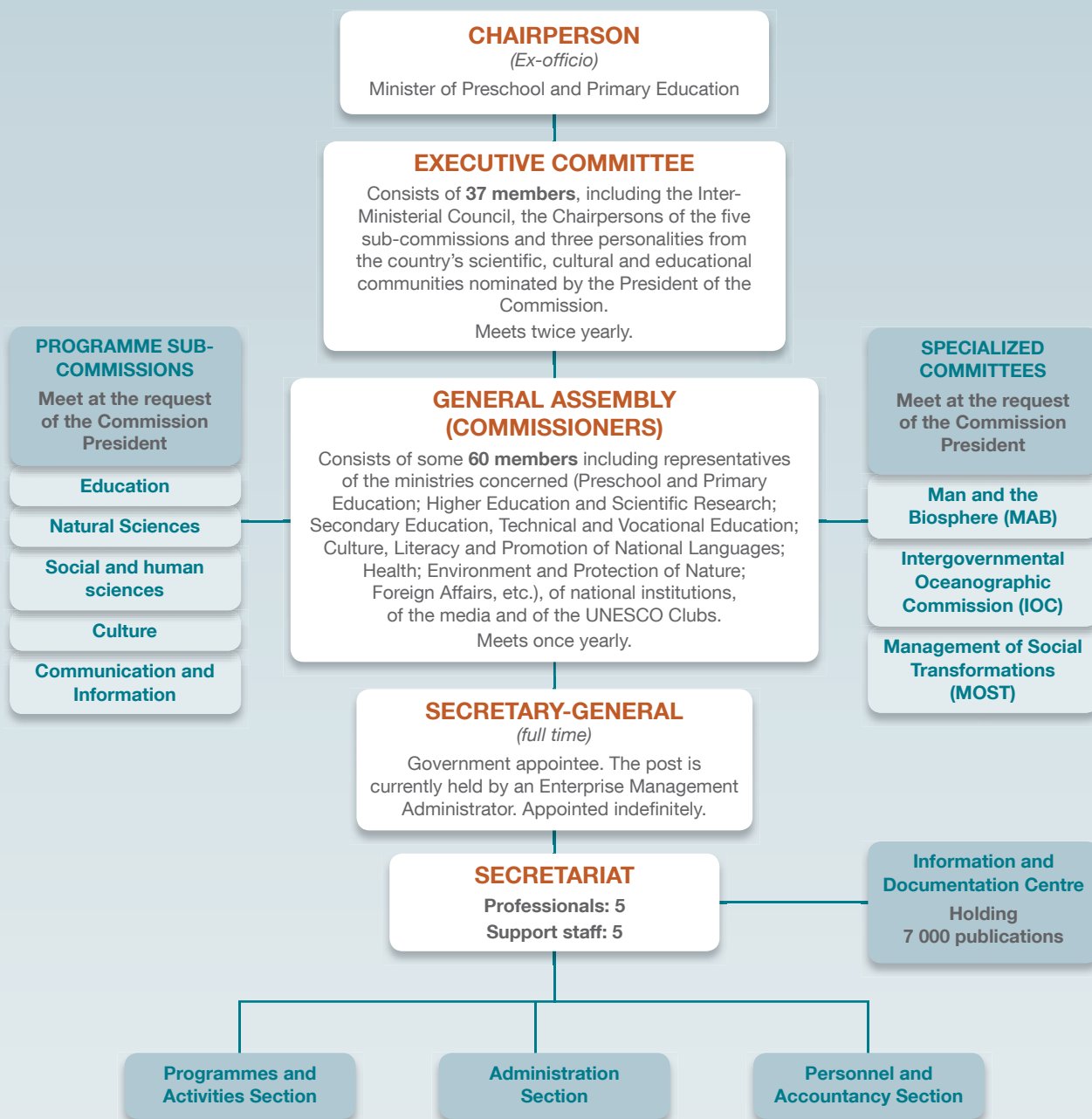
The intention was to make the selected list as representative as possible, while offering a vast choice of different models. Several factors have been taken into account in the preparation and selection process, such as the size of the countries concerned and their level of development, the originality of the National Commission's organizational structures, their relations with government authorities and resources put at their disposal, etc. Although the efficiency of a National Commission was also taken into account as a factor, it was not a decisive criterion for selection.

Africa

> BENINESE NATIONAL COMMISSION FOR UNESCO

GENERAL

- Established:** 20 March 1963.
- Status:** Governmental, attached to the Ministry of Preschool and Primary Education. Inter-ministerial cooperation is secured through the participation of the relevant ministers in the General Assembly. The Commission maintains close relations with the ministries concerned. It conducts direct exchanges with the Permanent Delegation to UNESCO.
- Budget:** The National Commission's budget is allocated by the Government and covers staff salaries, current expenditure and the cost of activities. The Commission does not raise extrabudgetary funds. It has its own bank account enabling it to carry out financial transactions.
- Location:** The National Commission's premises are made available by the Government. They are known as "UNESCO House" in Porto Novo.



> BURKINA FASO NATIONAL COMMISSION FOR UNESCO

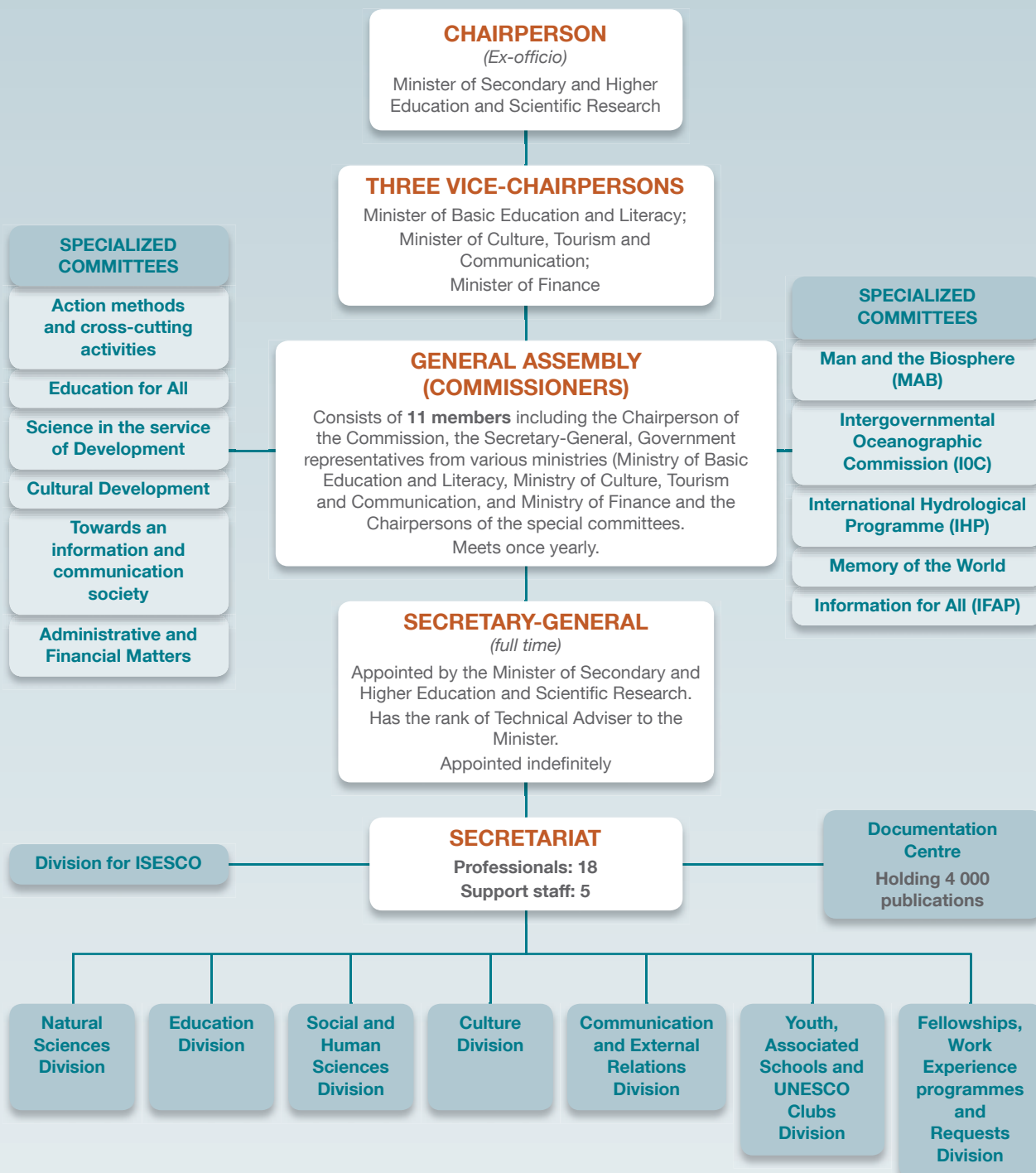
GENERAL

Established: 19 May 1961

Status: Governmental, attached to the Ministry of Secondary and Higher Education and Scientific Research. Inter-ministerial cooperation is secured through the participation of the ministers concerned as Vice-Chairpersons and in the General Assembly. The Commission maintains close relations with the Ministries concerned. It conducts direct exchanges with the Permanent Delegation to UNESCO.

Budget: The National Commission's budget is allocated by the Government and covers staff salaries and current expenditure. The Commission does not raise extrabudgetary funds. It has its own bank account to carry out financial transactions.

Location : The Commission is housed in its own premises in Ouagadougou.



> BURUNDI NATIONAL COMMISSION FOR UNESCO

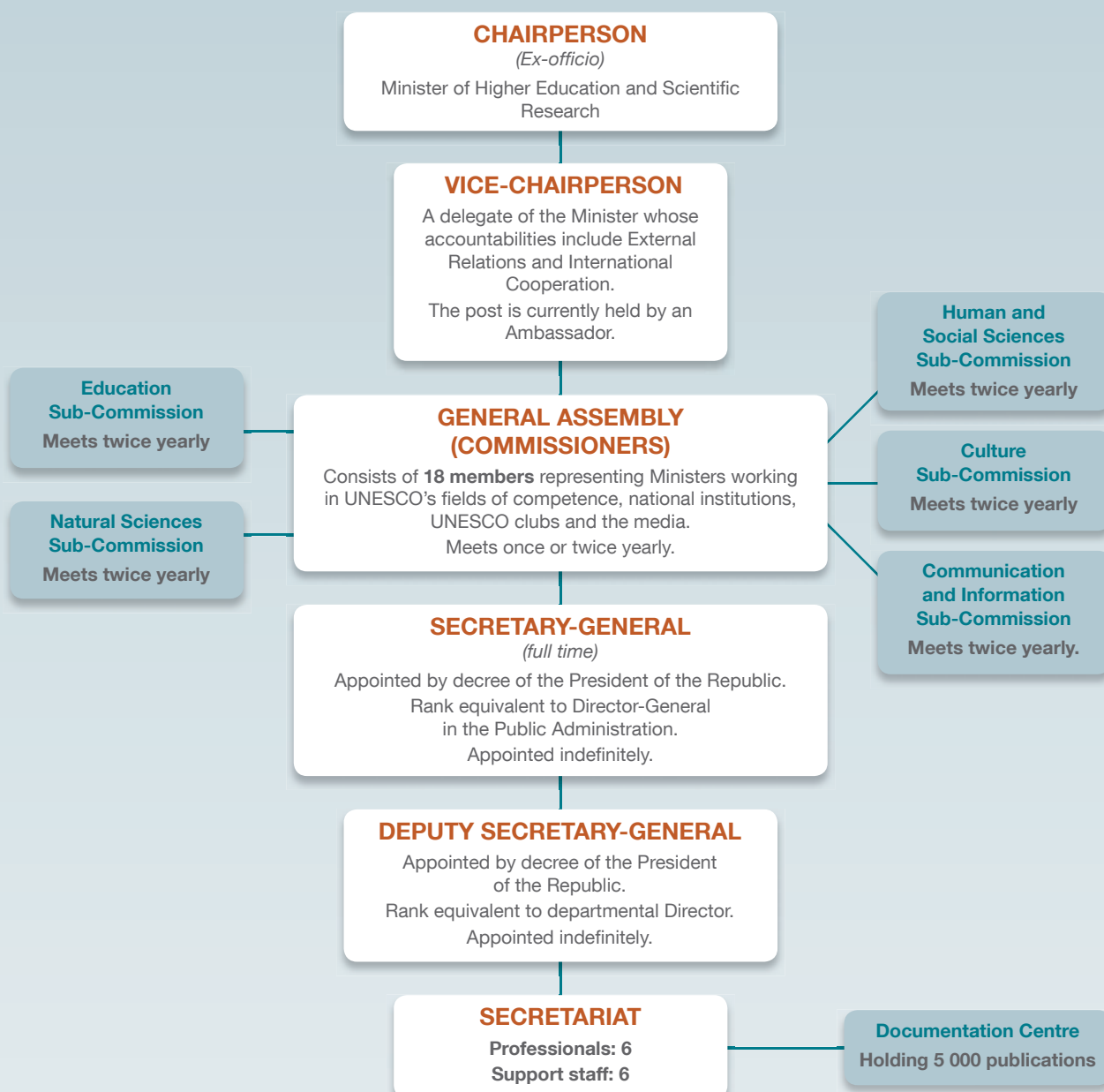
GENERAL

Established: 24 December 1964.

Status: Governmental, attached to the Ministry of Higher Education and Scientific Research. Inter-ministerial cooperation is secured through the participation of Ministers or their representatives in the General Assembly and the Programme Sub-Commissions. The Commission maintains close relations with the Ministries concerned. It holds exchanges with the Permanent Delegation to UNESCO, either directly or through the Ministry of National Education and Scientific Research.

Budget: The National Commission's budget is allocated by the Government to cover staff salaries and current expenditure. The Commission does not raise extrabudgetary funds. It has its own bank account.

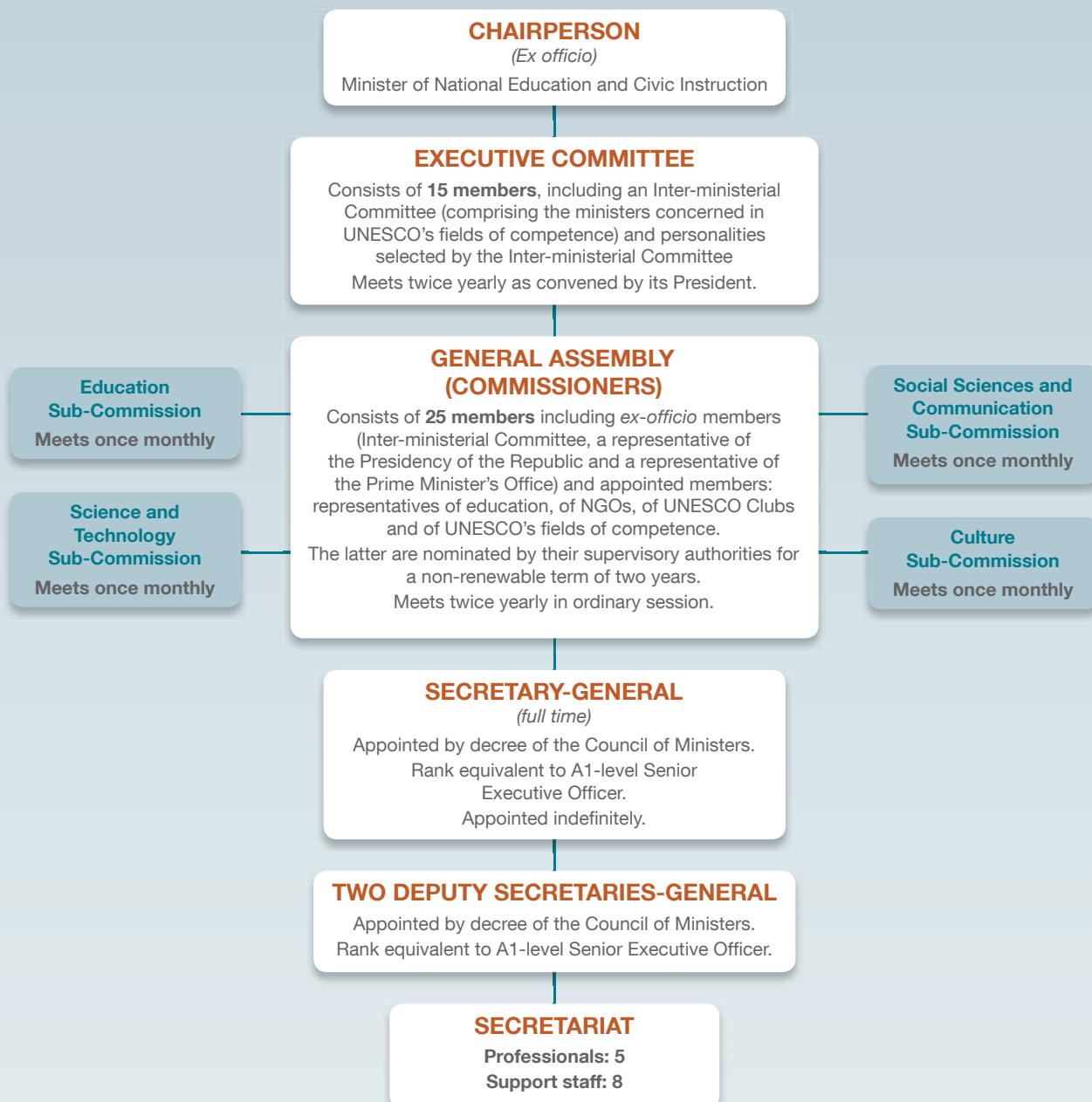
Location : The Commission Secretariat is housed in the buildings of the Ministry of Higher Education and Scientific Research.



> GABON NATIONAL COMMISSION FOR UNESCO

GENERAL

- Established:** 5 January 1961.
- Status:** Governmental, attached to the Ministry of National Education and Civic Instruction. Inter-ministerial cooperation is secured through the participation of Ministers or their representatives in the Executive Board and the General Assembly. The Commission maintains close relations with all Ministries. It holds direct exchanges with the Permanent Delegation in Paris.
- Budget:** The National Commission's budget is allocated by the Government to cover staff salaries and current expenditure. The Commission does not raise extrabudgetary funds. The Commission has its own bank account to carry out financial transactions.
- Location:** The National Commission is housed in premises belonging to the Ministry of National Education.



> GAMBIA NATIONAL COMMISSION FOR UNESCO

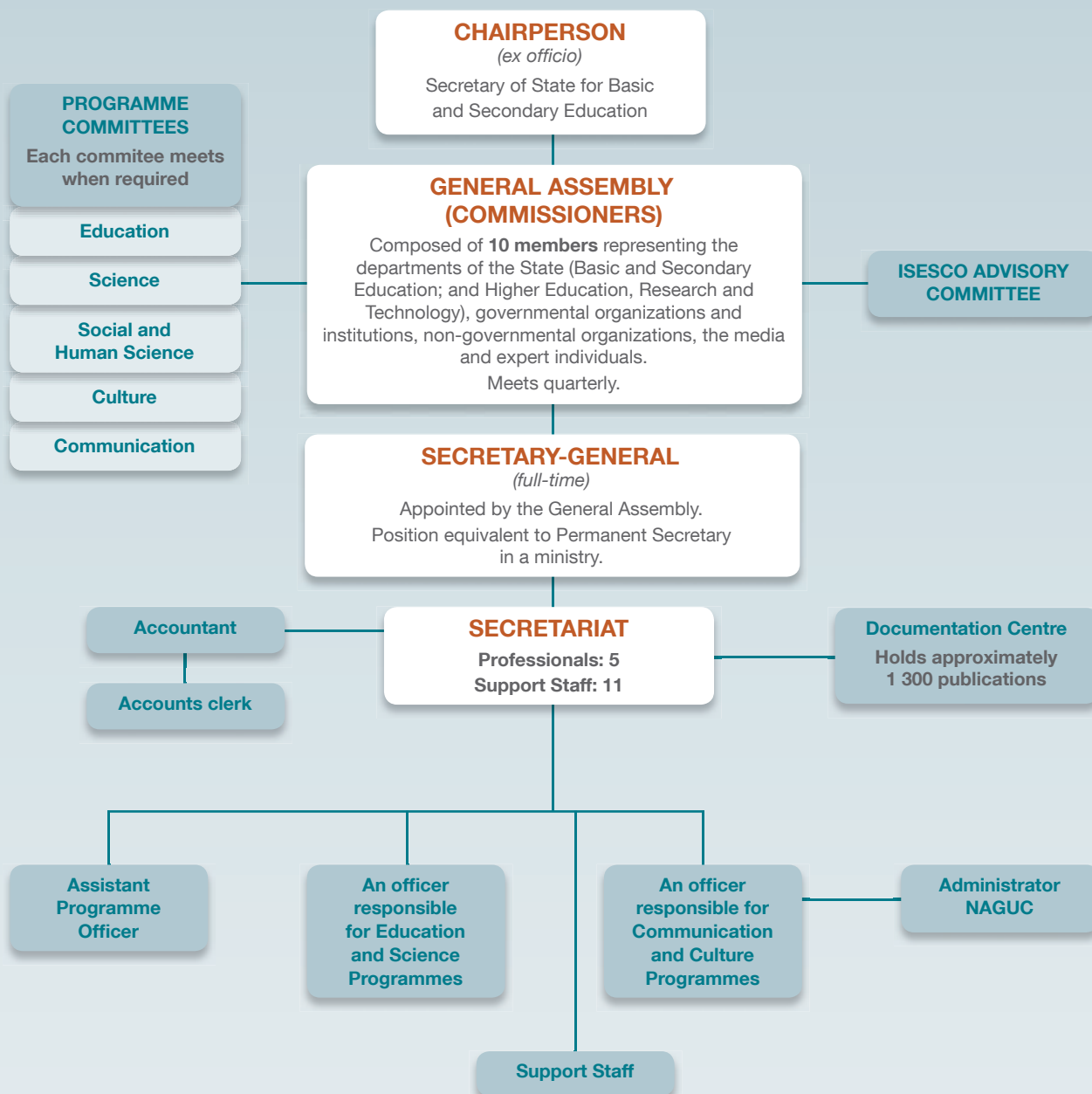
GENERAL

Established: In March 1983.

Status: Semi-autonomous, under the supervision of the Department of State for Basic and Secondary Education. The State departments and other institutions in UNESCO's fields of competence are represented on the General Assembly and the Programme Committees. The Commission has regular relations with line ministries and agencies.

Budget: The budget of the National Commission, provided by the Government, covers staff salaries, operating costs and travels. The Commission has not been involved in fund-raising activities. The Commission has its own bank account enabling it to make financial transactions.

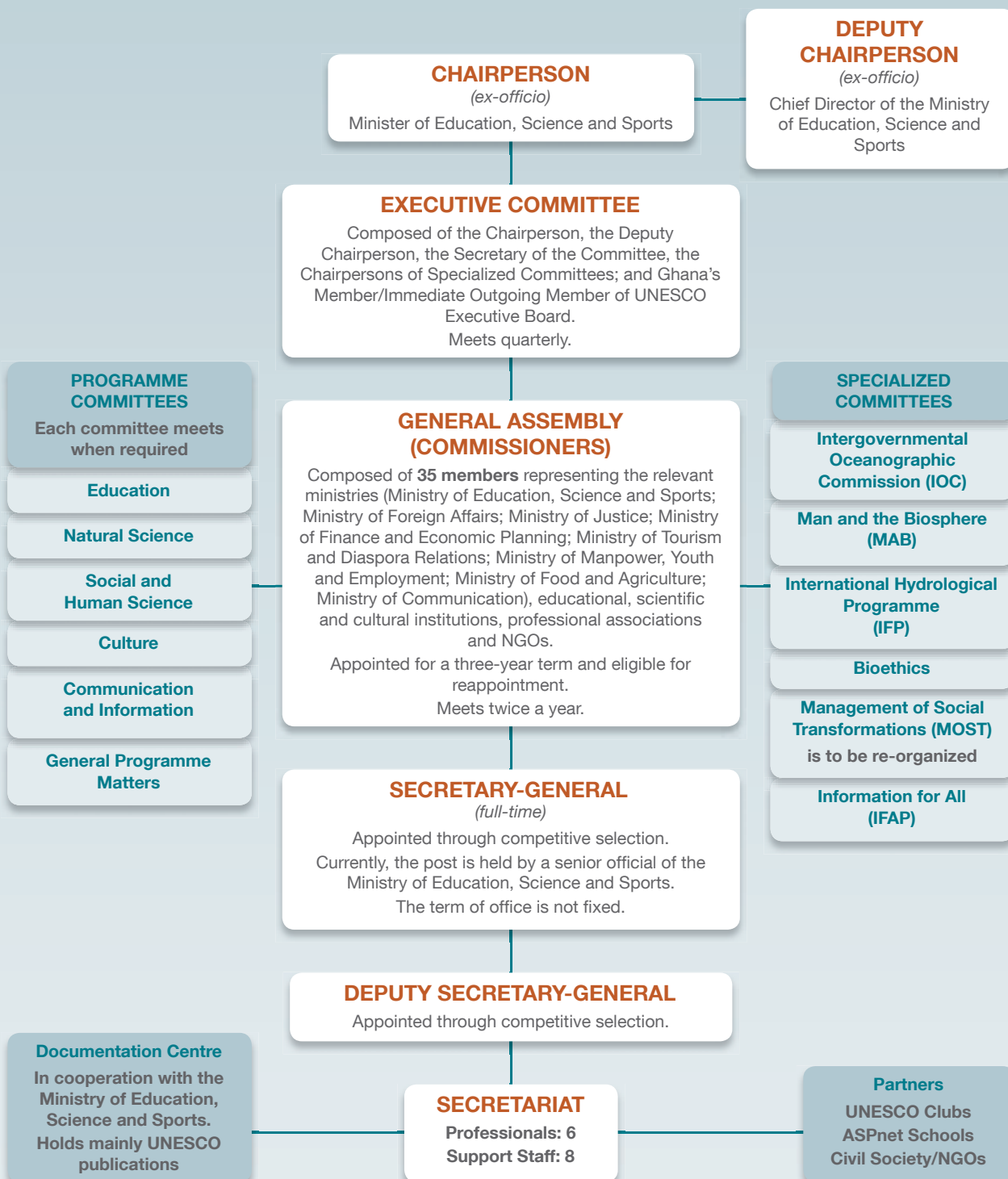
Location: The National Commission is located outside the Department of State for Basic and Secondary Education. Its premises are provided by the Government.



> GHANA NATIONAL COMMISSION FOR UNESCO

GENERAL

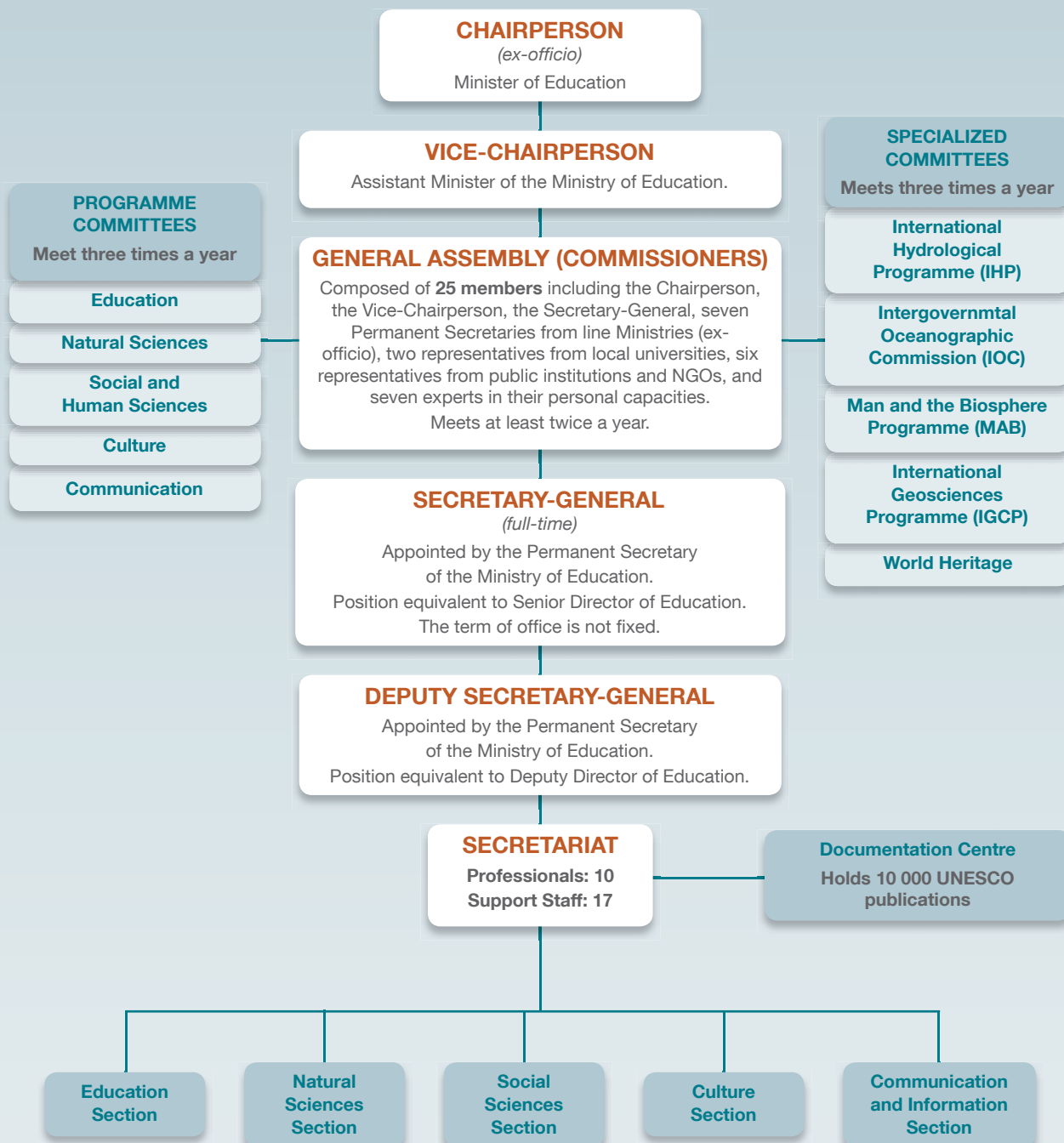
- Established:** In 1953.
- Status:** Semi-autonomous, under the supervision of the Ministry of Education, Science and Sports, which provides staff and financial resources to the National Commission. Inter-ministerial co-operation is ensured through the attendance of the General Assembly by representatives of the relevant Ministries and governmental institutions. The Commission has direct relations with the Permanent Delegation to UNESCO.
- Budget:** The budget of the National Commission is provided by the Government and covers staff salaries, travels, operating costs and the implementation of activities. Occasionally, the Commission receives funds from the private sector. The Commission has its own bank account to make financial transactions.
- Location:** The Commission is housed within the Ministry of Education, Science and Sports.



> KENYA NATIONAL COMMISSION FOR UNESCO

GENERAL

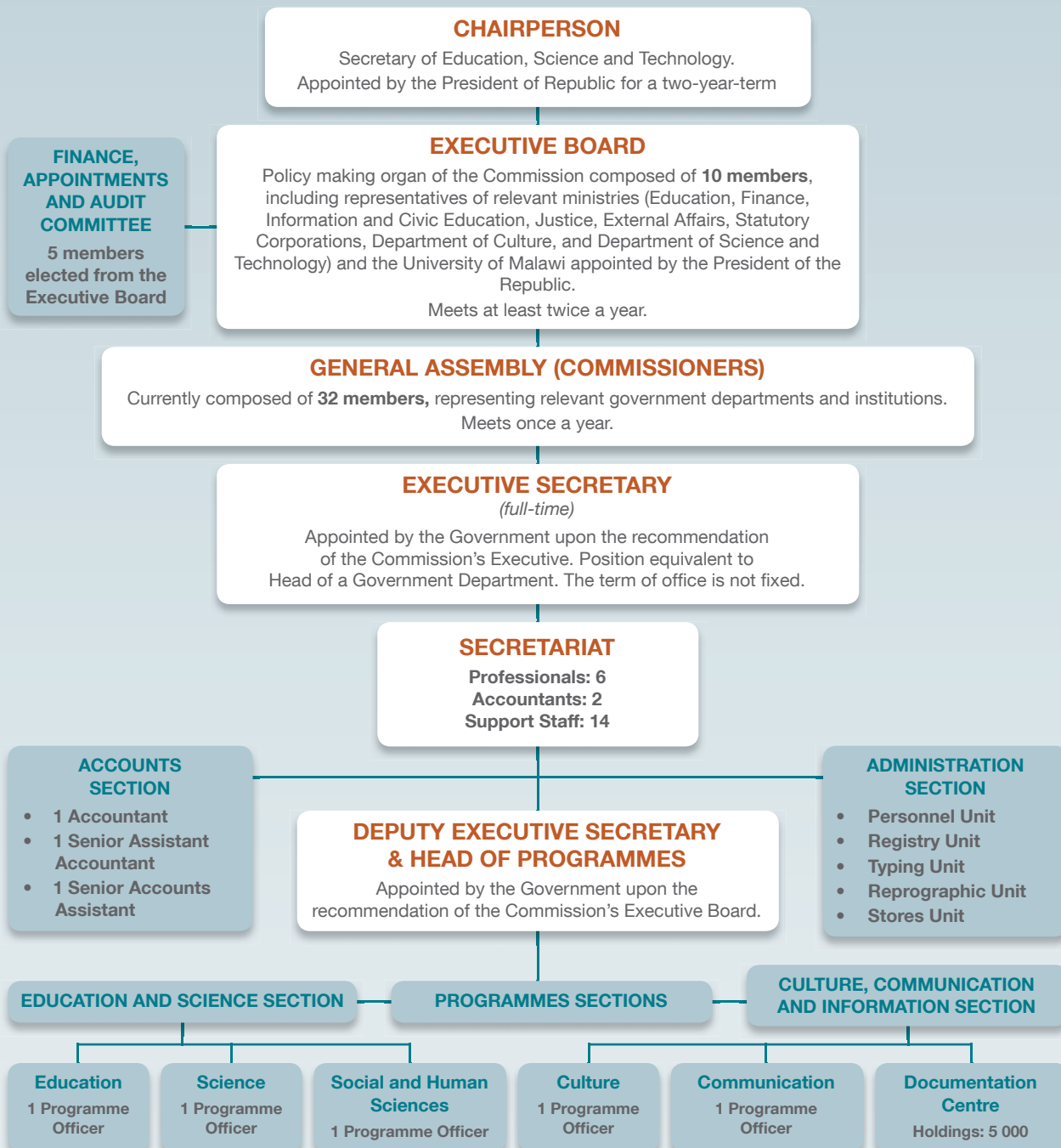
- Established:** On 25 March 1964, by a Cabinet Decree.
- Status:** Governmental, attached to the Ministry of Education. Inter-ministerial cooperation is ensured by the membership of the representatives from relevant ministries in the General Assembly. The Commission has regular relations with line Ministries and direct interface with the Permanent Delegation to UNESCO.
- Budget:** The budget of the Commission, provided by the Government, covers staff salaries, operating costs, travels and programme activities. The National Commission raises funds from other government agencies and the private sector. The Commission has its own bank account enabling it to make financial transactions.
- Location:** The National Commission rents its own premises outside the Ministry of Education.



> MALAWI NATIONAL COMMISSION FOR UNESCO

GENERAL

- Established:** On 1 June 1979.
- Status:** Semi-autonomous, affiliated with the Ministry of Education. The National Commission enjoys autonomy in managing its programme, administrative and financial activities.
- Over the years the Malawi National Commission has come to be recognized as the National Authority in Education, Science, Culture, Communication and Information matters and enjoys solid confidence from all players with whom it works. When need arises, relevant Government Ministries, Departments and Institutions are incorporated to work in ad-hoc committees so that cooperation between or among the various Government Ministries, Departments and other stakeholders is ensured.
- Budget:** The budget of the National Commission, based on government subvention, covers salaries, running and operating costs (e.g. rentals, transportation and communication fees, meetings, etc.). The Commission has its own bank account enabling it to make transactions in national and foreign currencies.
- Location:** The National Commission is housed in rented premises. There are plans to build a UNESCO Commission Centre for the Secretariat of the Commission and other related services.



> MALI NATIONAL COMMISSION FOR UNESCO

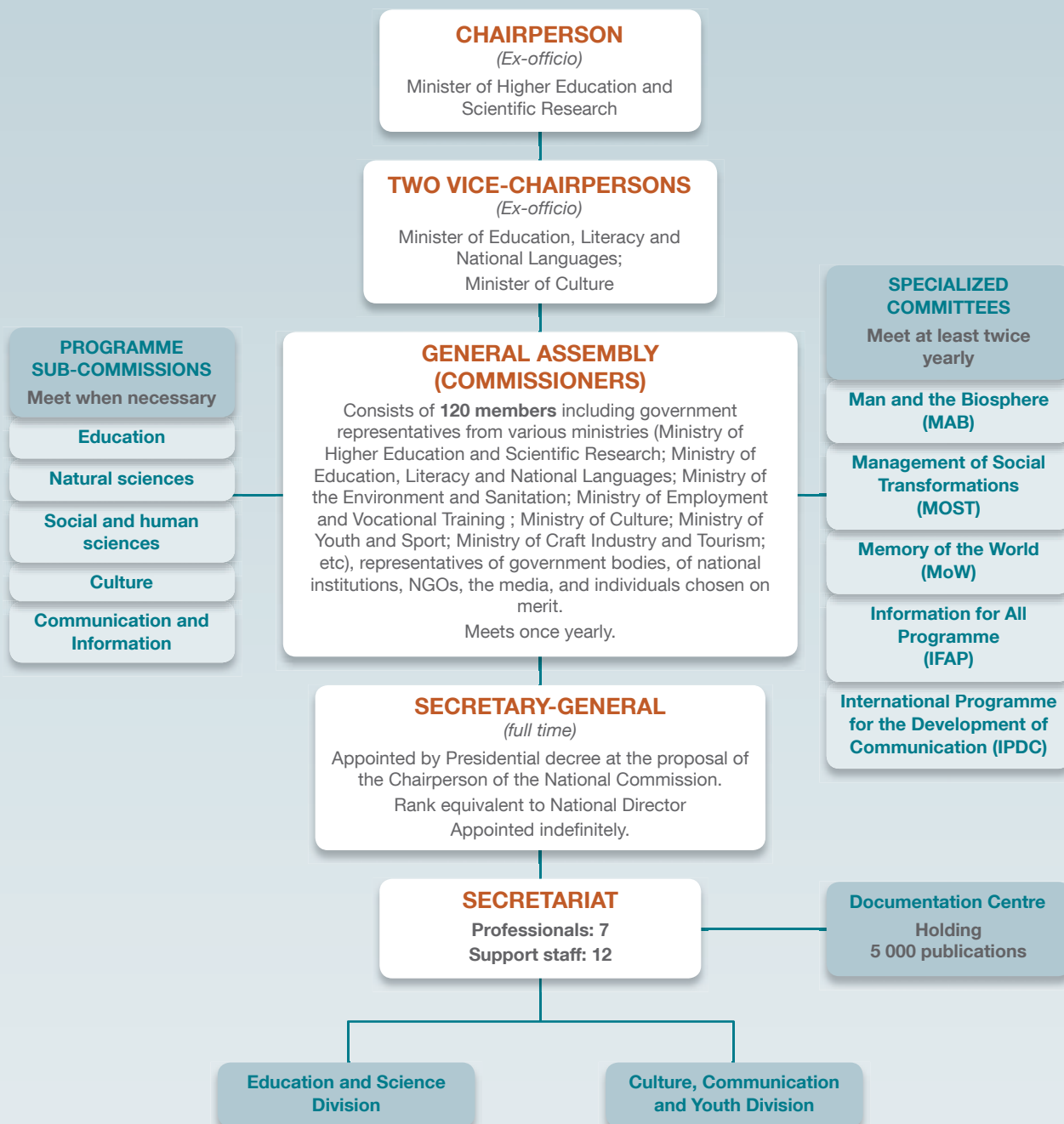
GENERAL

Established: 19 August 1963.

Status: Governmental, attached to the Ministry of Higher Education. Inter-ministerial cooperation is secured through the participation of the ministers concerned in the Vice-Presidency and in the General Assembly. The Commission maintains close relations with the ministries concerned. It conducts direct exchanges with the Embassy in Paris, which represents the Permanent Delegation to UNESCO.

Budget: The National Commission's budget is allocated by the Government and covers staff salaries, current expenditure, travel and the cost of activities. The Commission raises extrabudgetary funds with partners such as other United Nations bodies (UNDP and UNICEF). It has its own bank account enabling it to carry out financial transactions.

Location: The Commission Secretariat rents its own premises.



> NAMIBIA NATIONAL COMMISSION FOR UNESCO

GENERAL

- Established:** On 21 January 1992.
- Status:** Governmental, attached to Ministry of Education. The Commission has its own Constitution. The Ministries and other institutions in UNESCO's fields of competence are represented on the Executive Committee and the Programme Committees, ensuring the inter-ministerial cooperation. The National Commission has direct interface with the Permanent Delegation to UNESCO.
- Budget:** The budget of the National Commission, provided by the Government, covers staff salaries, operating costs and travels. The Commission has not been involved in fund-raising activities. The Commission has a bank account for funding received mainly for UNESCO projects.
- Location:** The National Commission is housed in the Ministry of Education.

GENERAL ASSEMBLY

Composed of **75 members** including the members of the Executive Committee and the Programme Committees.
Meets once a year.

CHAIRPERSON

(*ex officio*)

Minister of Education.
Chairs both the General Assembly and the Executive Committee.

EXECUTIVE COMMITTEE (COMMISSIONERS)

Composed of **13 members** representing the relevant Ministries (Education; Youth, National Service, Sport and Culture; Foreign Affairs; Information and Communication Technology; Gender Equality and Child Welfare), educational institutions and NGOs.

The Commissioners are appointed by the Minister of Education for a period of five years after receipt of nominations made by the relevant Ministries and institutions. Two additional Commissioners are identified by the General Assembly.

Meets at least three times a year.

Programme Committee on Education

Meets as required by the Chairperson or as requested by two others committee members

Programme Committee on Culture

Meets as required by the Chairperson or as requested by two others committee members

Programme Committee on Sciences

Meets as required by the Chairperson or as requested by two others committee members

Programme Committee on Communication and Information

Meets as required by the Chairperson or as requested by two others committee members

SECRETARY-GENERAL

(*full-time*)

Normal procedure of appointing public servants, overseen by the Executive Committee.
Position equivalent to Director-level.
The term of office is not fixed.

DEPUTY SECRETARY-GENERAL

(Chief Programme Officer)

Normal procedure of appointing public servants, one or two Commissioners and the Secretary-General will be part of the interviewing panel.
Position equivalent to a Deputy Director Level.

SECRETARIAT

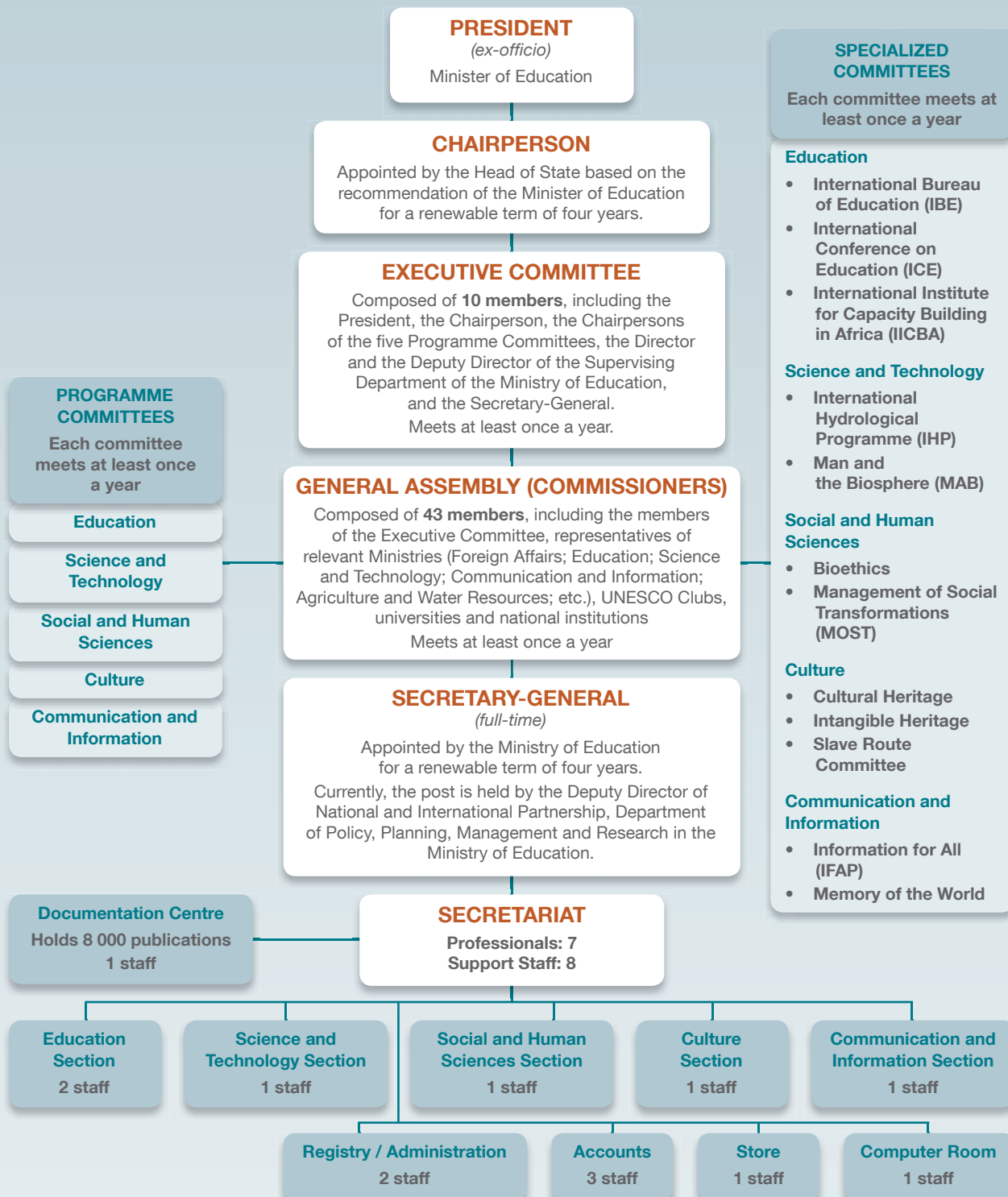
Professionals: 4
Support Staff: 1

Note: Nine positions on the establishment with five filled to date. Others will be filled progressively.

> NIGERIAN NATIONAL COMMISSION FOR UNESCO

GENERAL

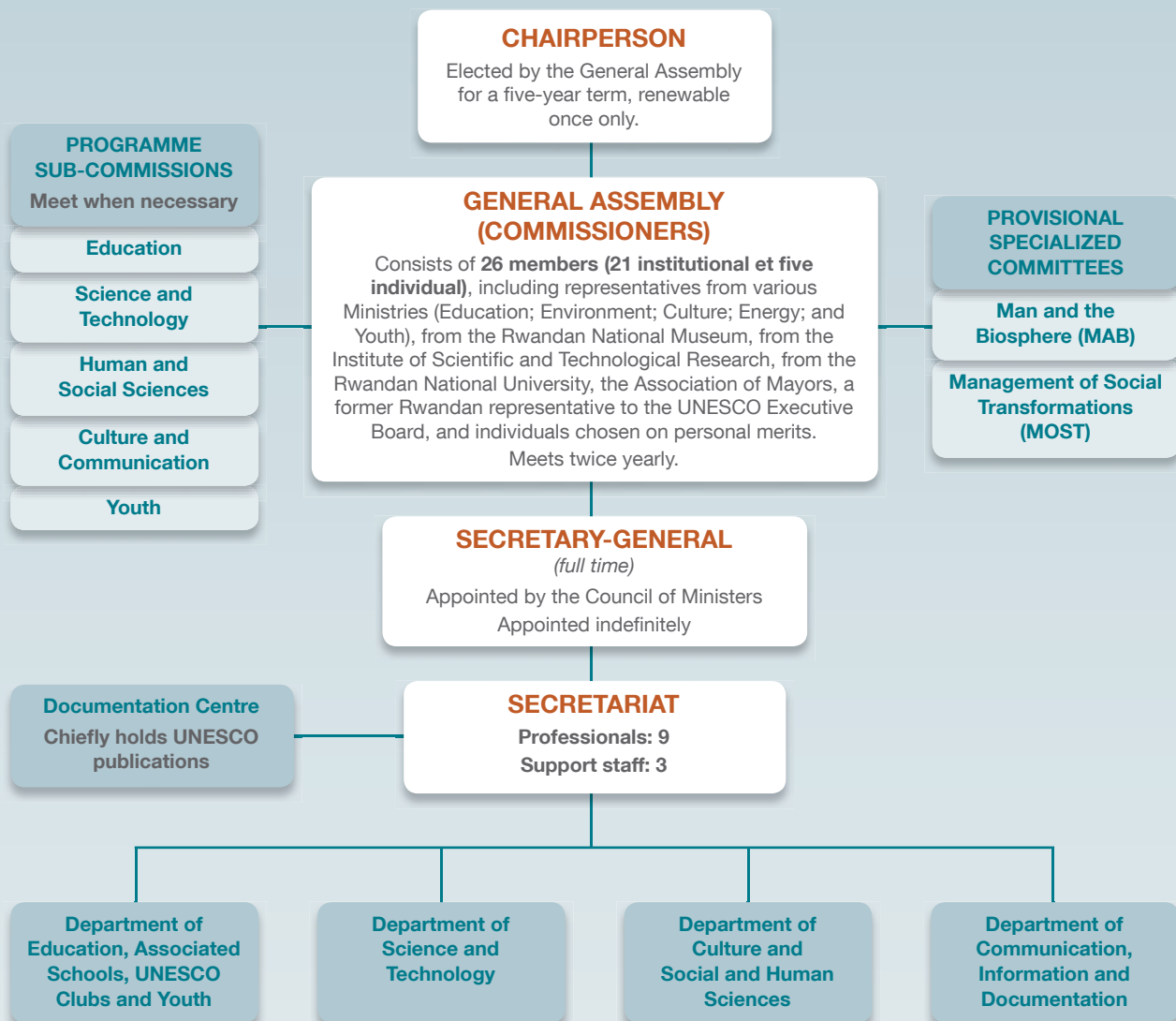
- Established:** On 25 November 1963 by a Governmental decree.
- Status:** Governmental, attached to the Ministry of Education. The Commission has regular relations with line Ministries and direct interface with the Permanent Delegation to UNESCO.
- Budget:** The budget of the Commission is provided by the Government, notably the Ministry of Education. It covers operating and running costs. The National Commission participates in fund-raising from autonomous agencies under the Ministry of Education. The Commission has its own bank account enabling it to make financial transactions.
- Location:** The Commission occupies the second floor of a building that also serves as the Ministry of Education Annex.



> RWANDA NATIONAL COMMISSION FOR UNESCO

GENERAL

- Established:** 9 June 1975 by Presidential decree.
- Status:** Governmental, attached to the Ministry of Education with autonomous management. Inter-ministerial cooperation is secured through the participation of representatives from various Ministries in the General Assembly. The Commission maintains regular official relations with the Ministries concerned. It also maintains relations with the Permanent Delegation based in Brussels through the Ministry of Foreign Affairs and then through the Ministry of Education.
- Budget:** The budget of the National Commission is allocated by the Government and covers staff salaries, travel, operational expenditure and the cost of activities. The Commission does not take part in raising extrabudgetary funds.
- Location:** The Commission owns its own premises.



> NATIONAL COMMISSION OF SENEGAL FOR UNESCO

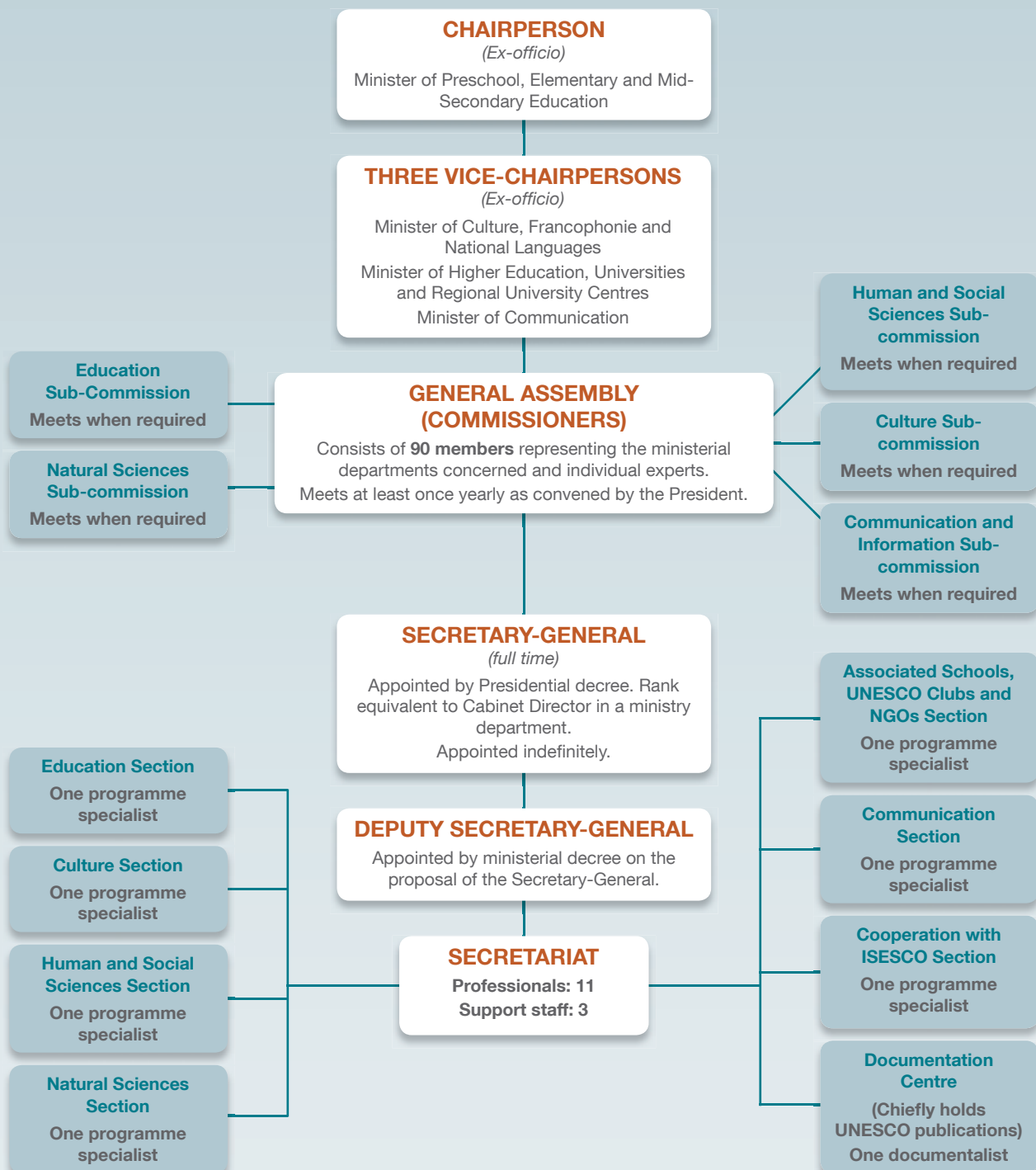
GENERAL

Established: In 1963.

Status: Governmental, attached to the Ministry of Preschool, Elementary and Mid-Secondary Education. Inter-ministerial cooperation is secured through the presence of three Vice-Chairpersons representing ministries and through the participation of representatives from various Ministries in the General Assembly. The Commission maintains regular relations with the ministries concerned.

Budget: The budget of the National Commission is allocated by the Government and covers current operational expenditure. The Commission does not raise extrabudgetary funds. The Commission has a bank account which receives the funding for projects approved under the Participation Programme

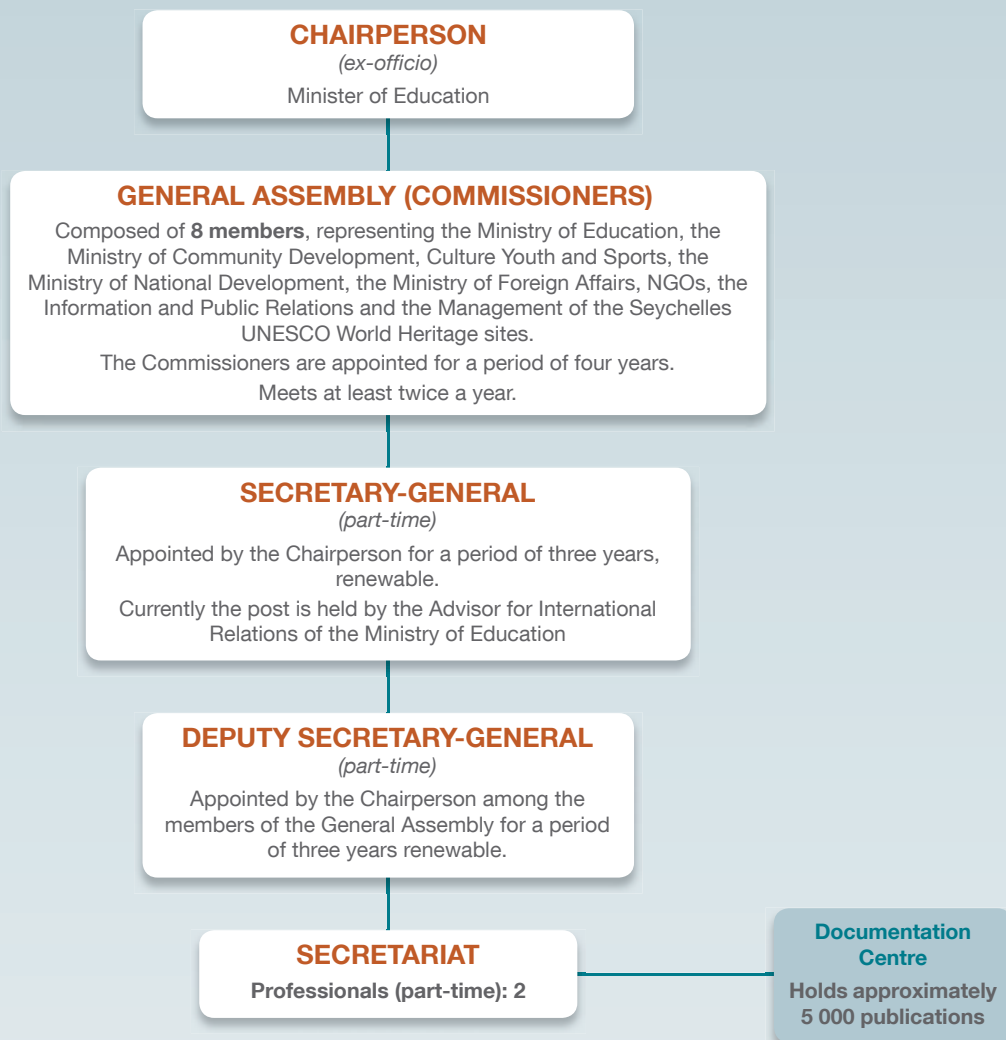
Location: The National Commission has its own premises.



> SEYCHELLES NATIONAL COMMISSION FOR UNESCO

GENERAL

- Established:** In October 1977.
- Status:** Governmental, attached to the Ministry of Education, which provides administrative and Secretariat support to the Commission. Inter-ministerial co-operation is ensured through the participation of the relevant ministries in the General Assembly. The Commission has regular relations with relevant Ministries and direct interface with the Permanent Delegation to UNESCO.
- Budget:** The Commission does not have its own budget as such. Its running and operating costs are covered by the budget of the Ministry of Education. The Commission can also receive occasional assistance from other Ministries and is not directly involved in fund-raising activities. The Commission does not have its own bank account.
- Location:** The Secretariat of the Commission is within the Ministry of Education.



> SOUTH AFRICAN NATIONAL COMMISSION FOR UNESCO

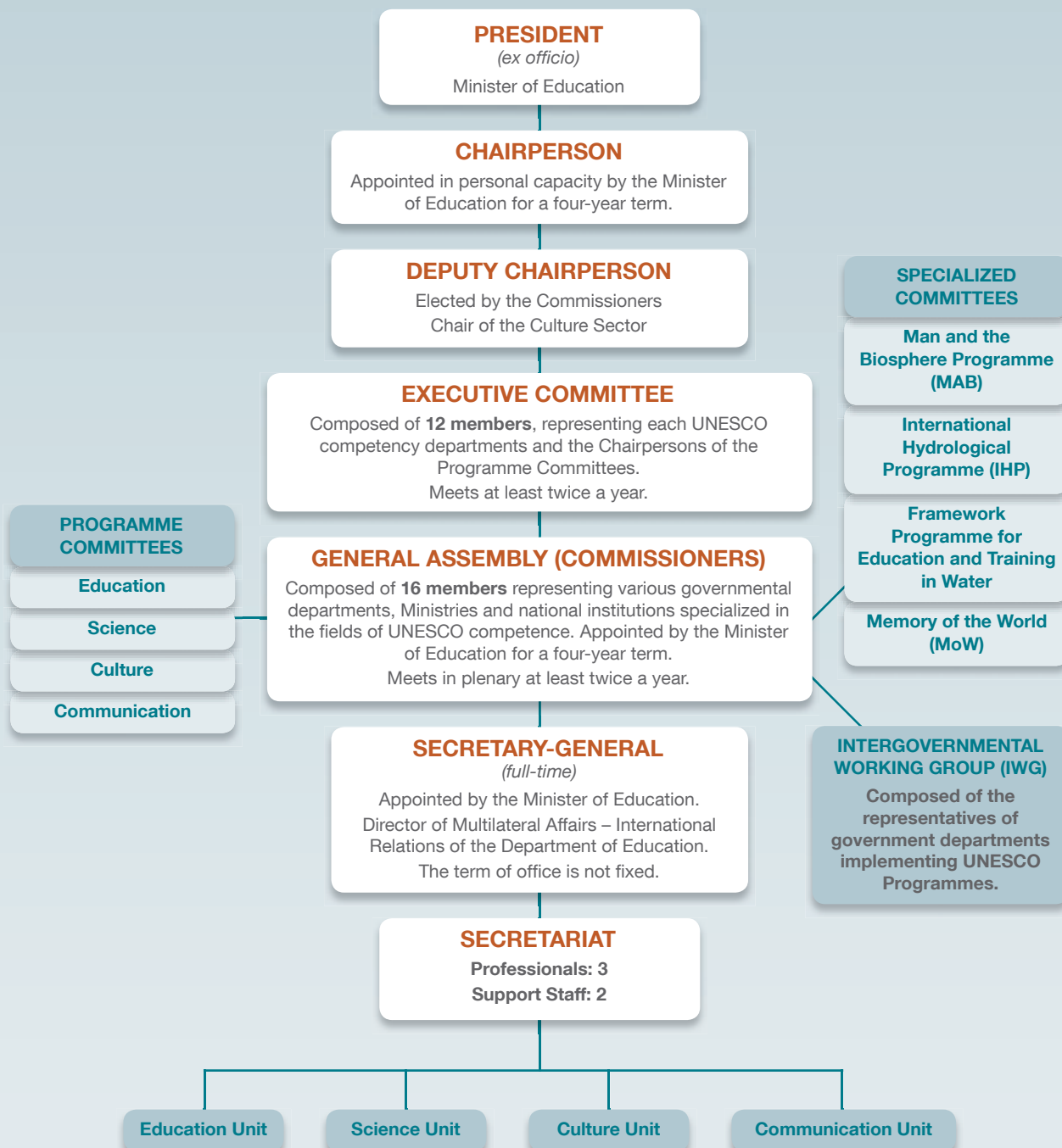
GENERAL

Established: On 20 August 1998.

Status: Governmental, attached to the Department of Education. Inter-ministerial cooperation is ensured by the membership of the representatives from relevant Ministries in the General Assembly. The Commission maintains regular contacts with line Ministries. It has interface with the Permanent Delegation both directly and through the Department of International Relations and Cooperation.

Budget: The budget of the Commission, provided by the Government, covers travels, projects, implementation of activities and operating costs. The National Commission does not raise extra-budgetary funds. A special account in the Department of Education is allocated to the Commission.

Location: The Secretariat is housed in the Department of Education.



> TOGOLESE NATIONAL COMMISSION FOR UNESCO

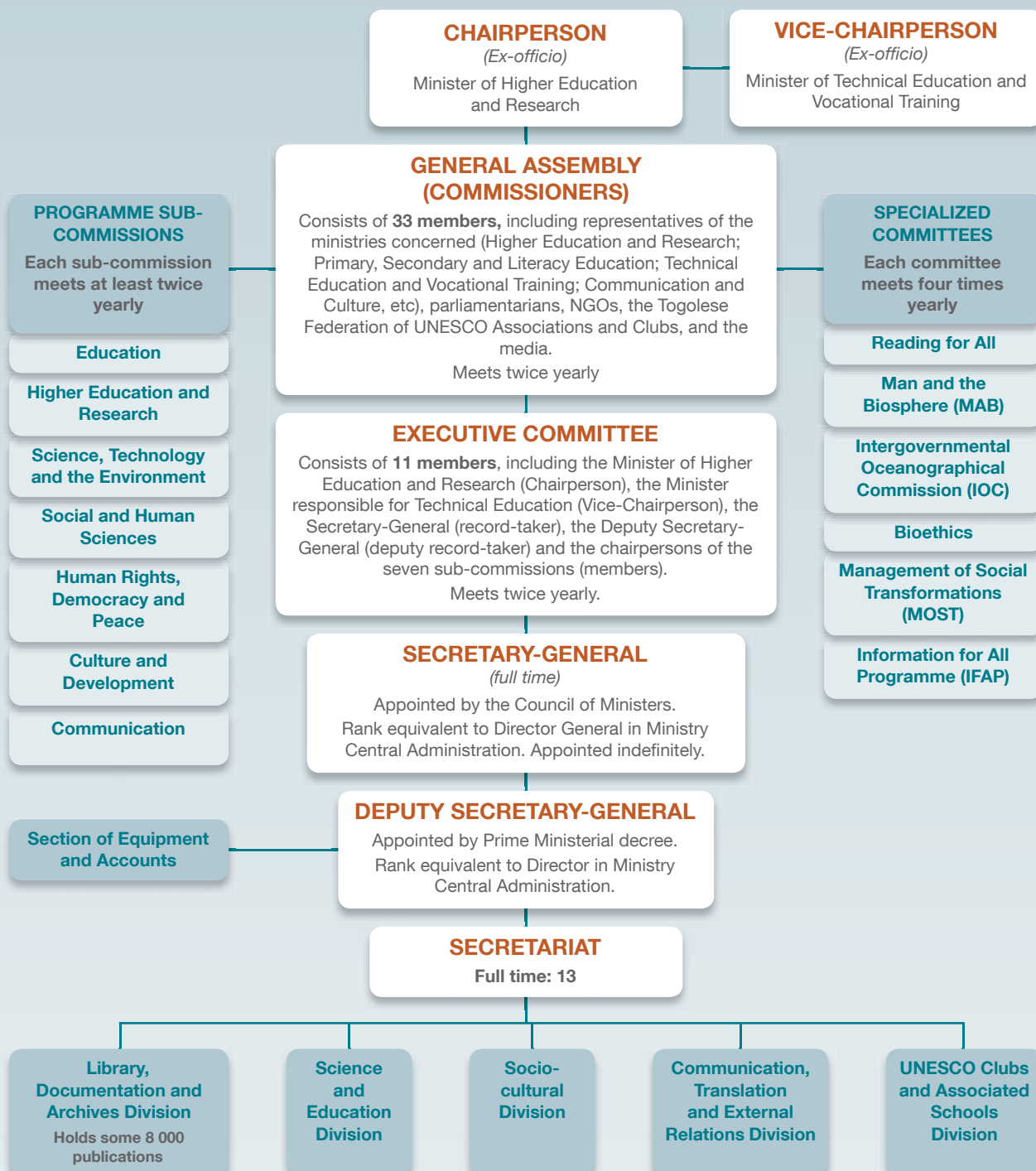
GENERAL

Established: 19 September 1963.

Status: Governmental, attached to the Ministry of Higher Education and Research. Inter-ministerial cooperation is secured through participation of the representatives of the various ministries in the General Assembly. The Commission maintains regular official relations with the Ministries concerned. It also maintains direct relations with the Permanent Delegation to UNESCO.

Budget: The budget of the National Commission is allocated by the Government and covers staff salaries and operational expenditure. The Commission does not take part in raising extrabudgetary funds. It has its own bank account enabling it to carry out financial transactions.

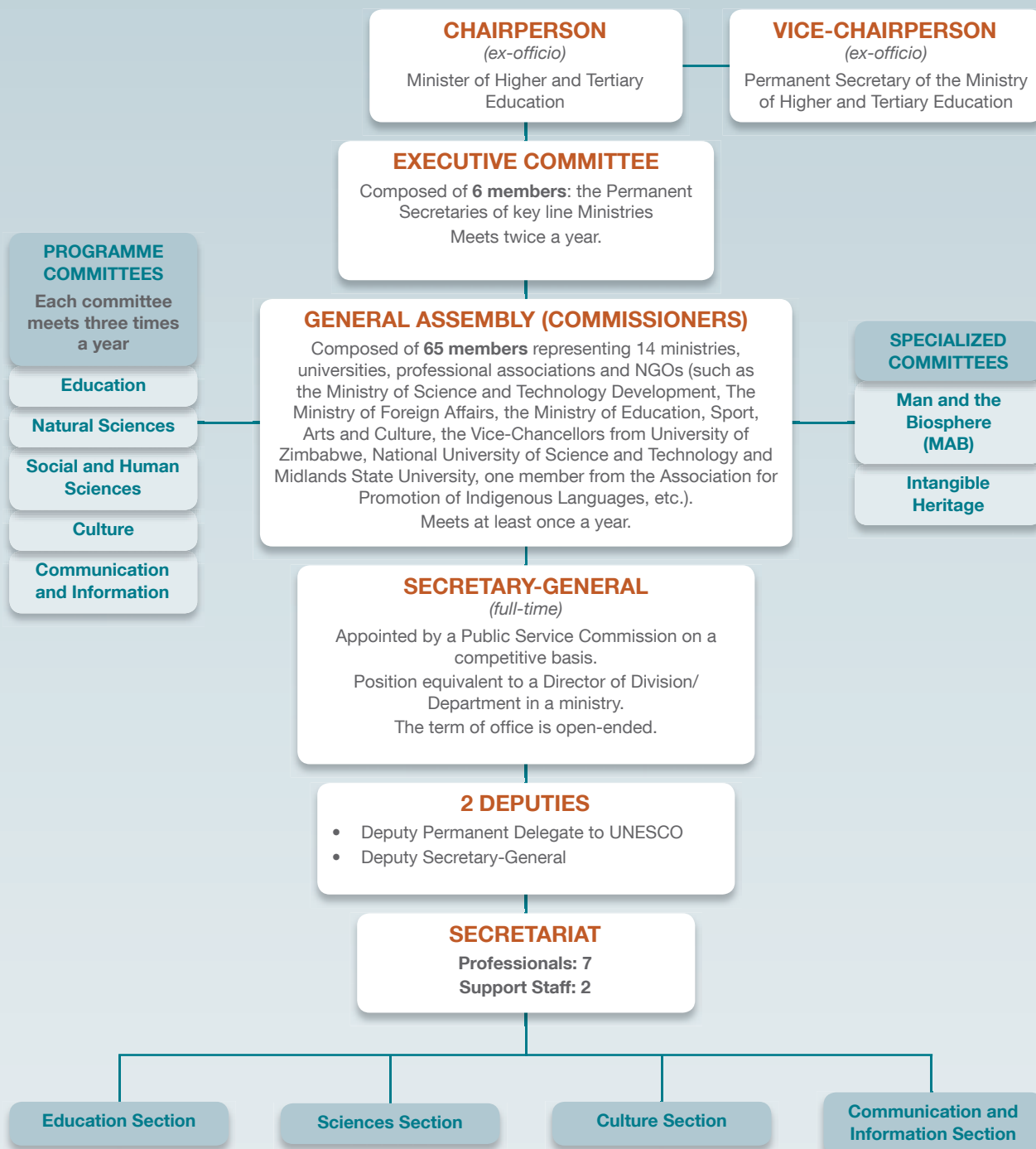
Location: The Commission owns its own premises in a building in the administrative district of Lomé.



> ZIMBABWE NATIONAL COMMISSION FOR UNESCO

GENERAL

- Established:** On 3 March 1987, by Cabinet Decree.
- Status:** Governmental, attached to the Ministry of Higher and Tertiary Education. The Commission enjoys a large degree of autonomy. Inter-ministerial cooperation is ensured by the membership of the representatives from relevant ministries in the General Assembly. The Commission has direct contact with key Ministries and direct interface with the Permanent Delegation to UNESCO.
- Budget:** The budget of the Commission, provided by the Government, covers staff salaries, operating costs, travels and implementation of activities. The National Commission raises funds from bilateral government donors. The Commission has its own bank account enabling it to make financial transactions.
- Location:** The Commission is located within the Ministry of Higher and Tertiary Education.



Arab States

> ALGERIAN NATIONAL COMMISSION FOR EDUCATION, SCIENCE AND CULTURE

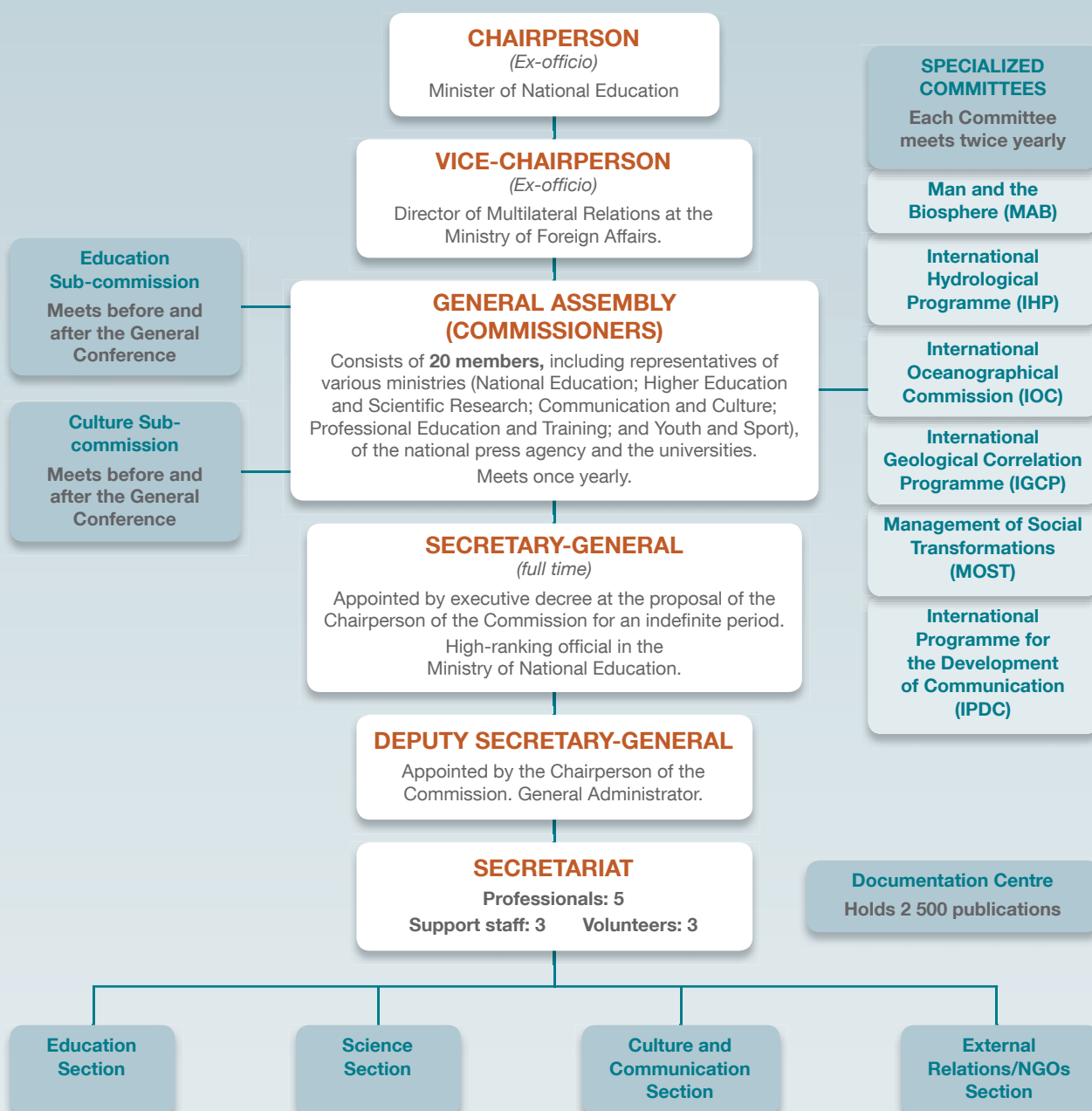
GENERAL

Established: 6 April 1963.

Status: Governmental, attached to the Ministry of National Education. Inter-ministerial cooperation is secured through the participation of representatives of various Ministries in the General Assembly. The Commission maintains close relations with the Permanent Delegation to UNESCO.

Budget: The National Commission's budget is part of the budget of the Ministry of National Education and covers staff salaries, operational costs, travel and the cost of activities. The Commission does not take part in raising extrabudgetary funds. The Commission has its own bank account enabling it to shelter all funding from the various organizations (UNESCO, ALECSO and ISESCO) and to carry out transactions in Algerian and foreign currency.

Location: The Commission Secretariat is currently located in the premises of the Ministry of National Education.



Note: As part of its action plan for its development, the National Commission is drawing up a new draft law which should improve the arrangement of the above organizational chart.

> BAHRAIN NATIONAL COMMISSION FOR EDUCATION, SCIENCE AND CULTURE

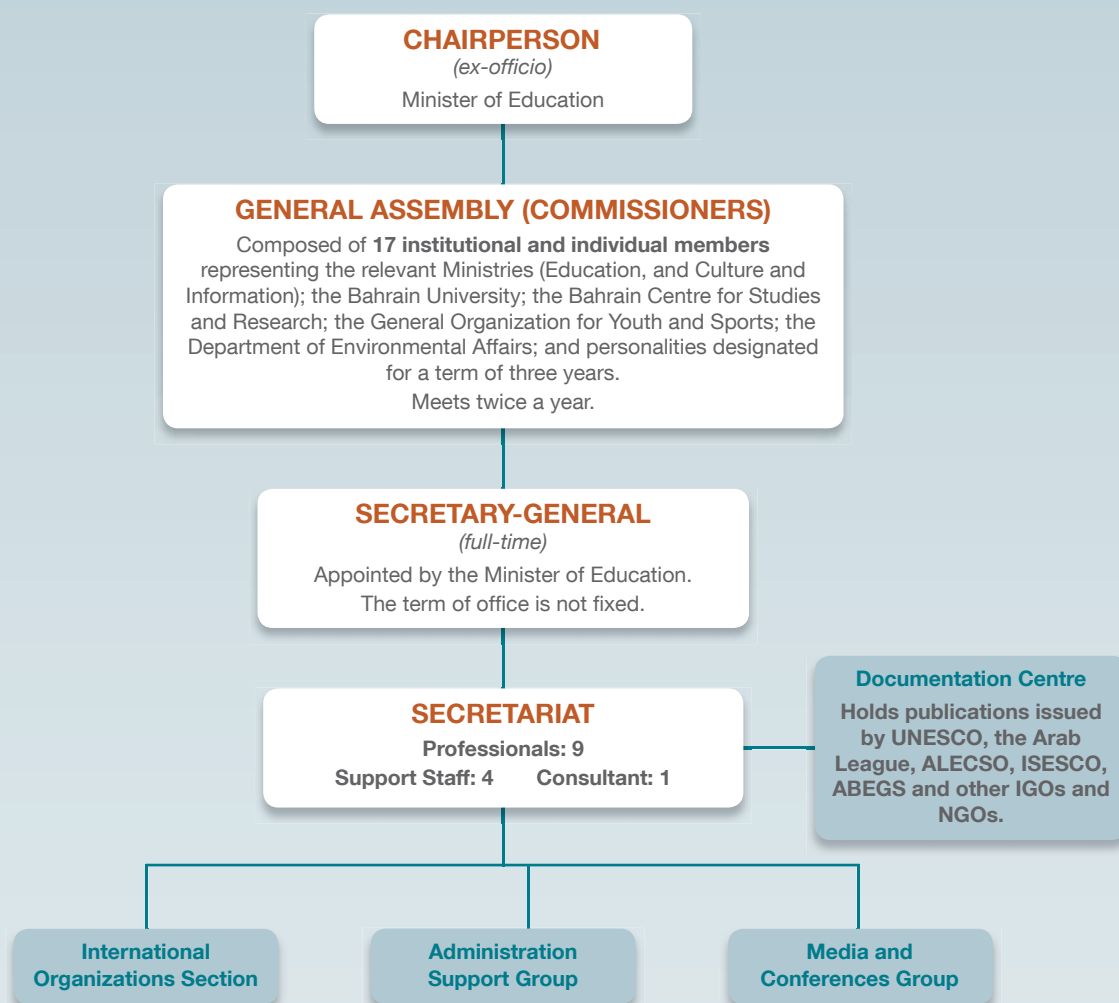
GENERAL

Established: On 7 October 1967.

Status: Governmental, attached to the Ministry of Education. The Commission has regular relations with line government agencies and direct interface with the Permanent Delegation to UNESCO through the Ministry of Education.

Budget: The budget of the Commission is provided by the Government and covers operating costs, travels and implementation of its activities. The Commission does not raise extra-budgetary funds.

Location: The Secretariat of the Commission is located within the Ministry of Education.

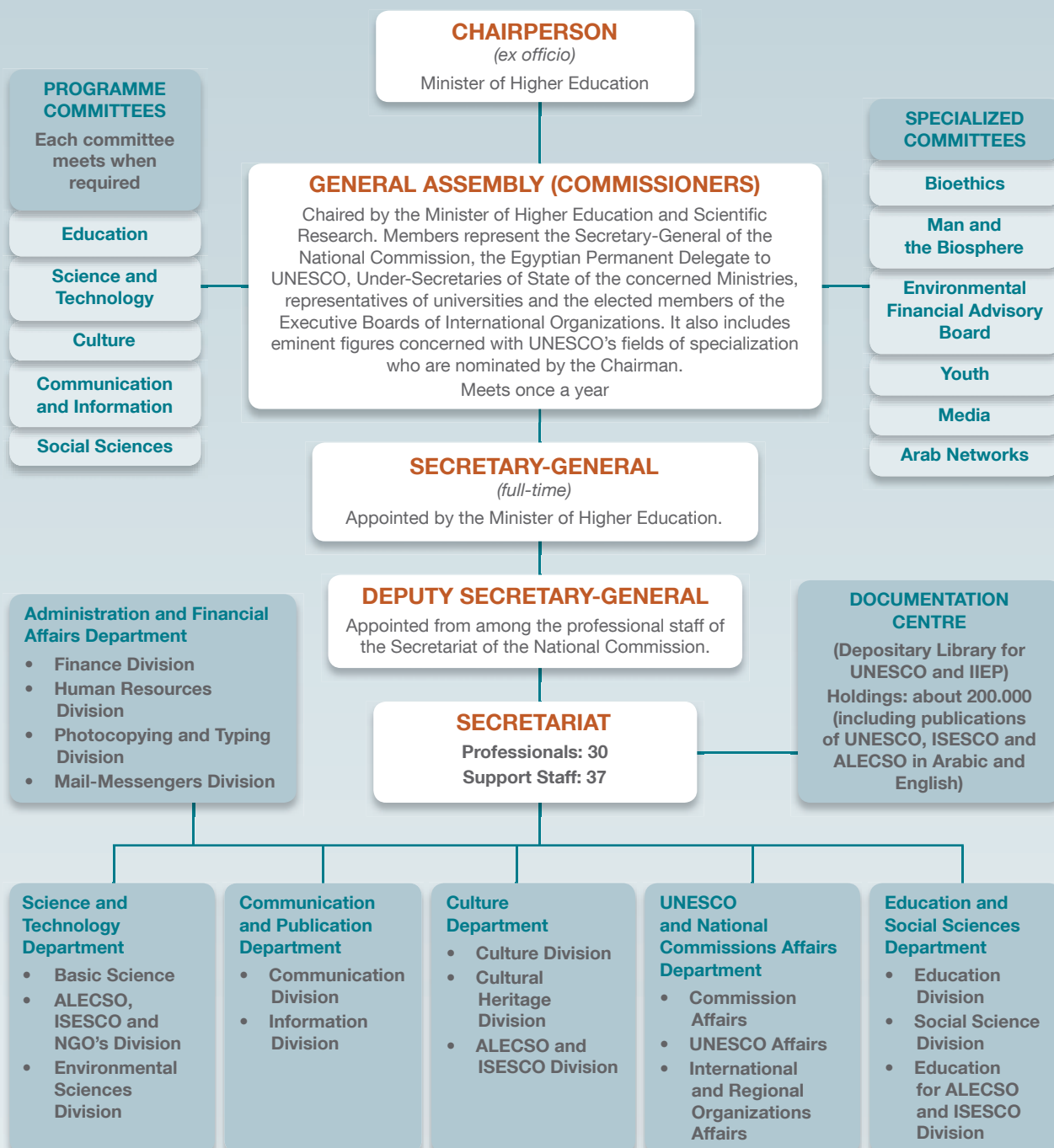


Note: The Commission is in the process of the reorganization of its programme committees.

> EGYPTIAN NATIONAL COMMISSION FOR EDUCATION, SCIENCE AND CULTURE

GENERAL

- Established:** In 1949 by decree.
- Status:** Governmental, affiliated with the Ministry of Higher Education. The Commission acts as a central liaison body for Egypt's relations with UNESCO, ISESCO and ALECSO. Co-operation with concerned ministries is ensured through the presence of their representatives in the Specialized Committees where they help in the implementation, transmission and application of UNESCO's programmes and policy within their ministries.
- Budget:** The budget of the Commission is provided by the Ministry of Higher Education to cover staff salaries and running costs. The Commission does not mobilize extra-budgetary funds. However, the Government established a Special Fund to finance some operational projects which have a national scope. The Ministry of Higher Education can also fund certain initiatives of the Commission and its Sub-Committees. The Commission has its own bank account, enabling it to make transactions in national and foreign currencies.
- Location:** The National Commission is housed in one of the buildings belonging to the Ministry of Higher Education.



> JORDAN NATIONAL COMMISSION FOR EDUCATION, CULTURE AND SCIENCE

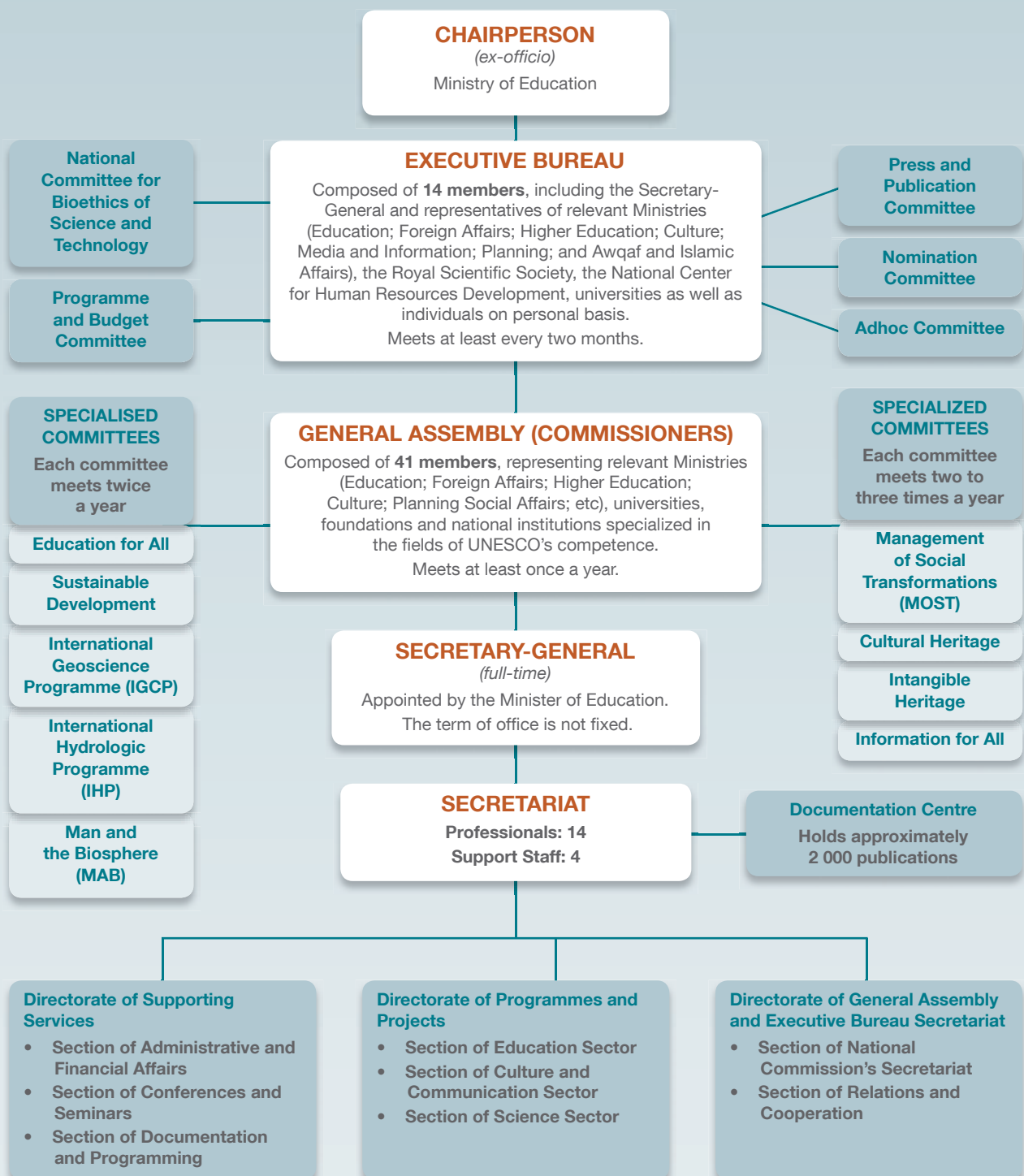
GENERAL

Established: In October 1952.

Status: Governmental, attached to the Ministry of Education. Inter-ministerial cooperation is ensured through the participation of relevant Ministries in the General Assembly. The National Commission has regular relations with line Ministries and direct interface with the Permanent Delegation to UNESCO.

Budget: The budget of the National Commission is provided by the Government through the Ministry of Education. It covers staff salaries, travels, operating costs, publications as well as implementation of activities. Some of the institutional members offer small donations to assist in the implementation of activities.

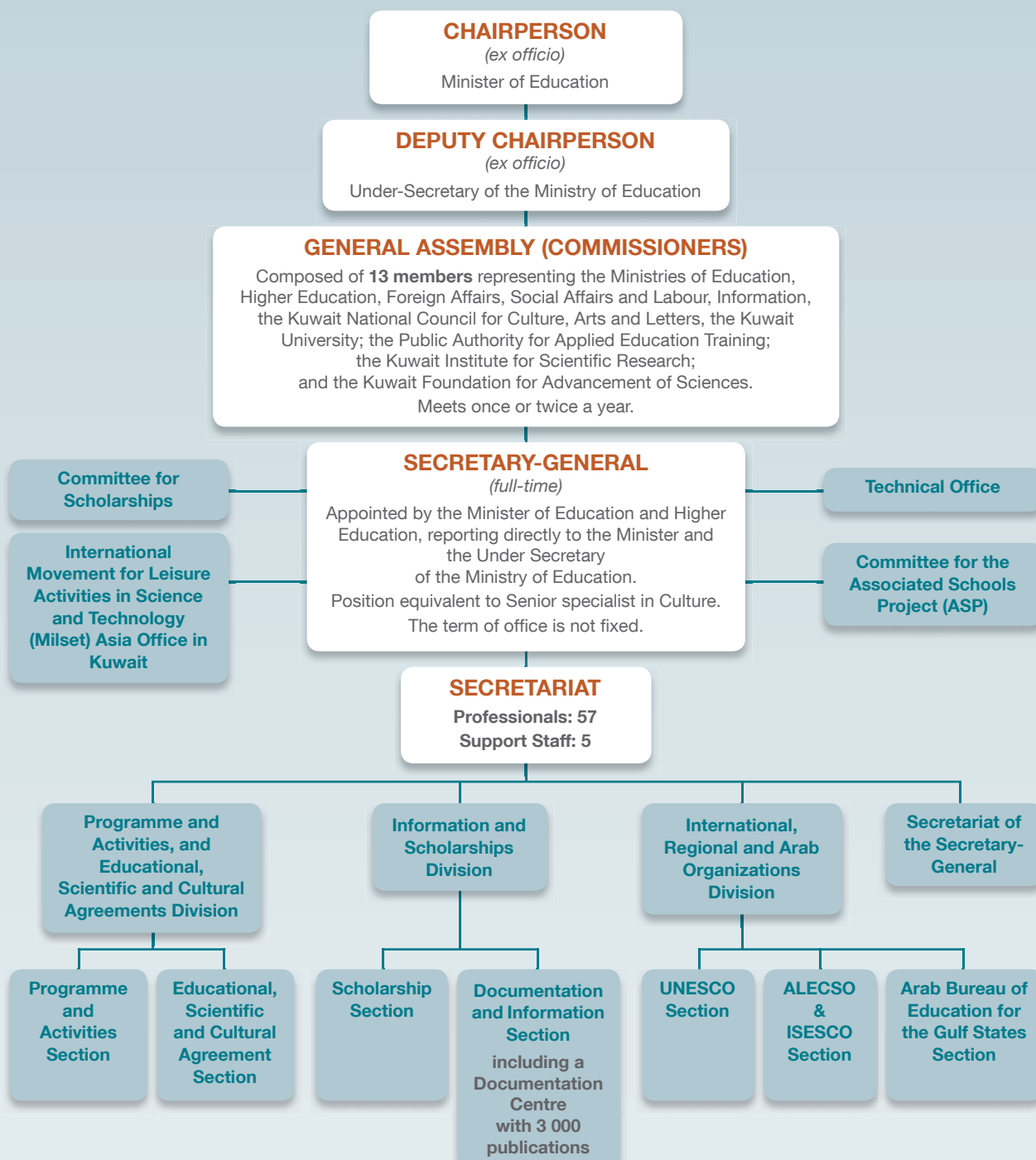
Location: The National Commission is housed in the premises of the Ministry of Education.



> KUWAIT NATIONAL COMMISSION FOR EDUCATION, SCIENCE AND CULTURE

GENERAL

- Established:** On 30 September 1979, by a resolution of the Council of Ministers. However, even prior to its official establishment, the Commission was functioning as a section within the Ministry of Education.
- Status:** Governmental, attached to the Ministry of Education. The Commission acts as a liaison body between Kuwait and international organizations, such as UNESCO, ISESCO, ALECSO and the Arab Bureau of Education for the Gulf States. A certain level of influence within the national administration is guaranteed by the membership of representatives of various Ministries, national authorities and bodies in the Commission. The Commission maintains direct interface with the Permanent Delegation to UNESCO.
- Budget:** The budget of the National Commission constitutes an integral part of the overall budget of the Ministry of Education. The budget covers the salaries of the staff and operating costs (e.g. communication, equipment, meetings, training courses and workshops, travels, etc.). Occasionally, the Commission receives financial support from Public and Private Organizations/Institutes.
- Location:** The National Commission is housed in its own premises, owned by the Ministry of Education.



> LEBANESE NATIONAL COMMISSION FOR EDUCATION, SCIENCE AND CULTURE

GENERAL

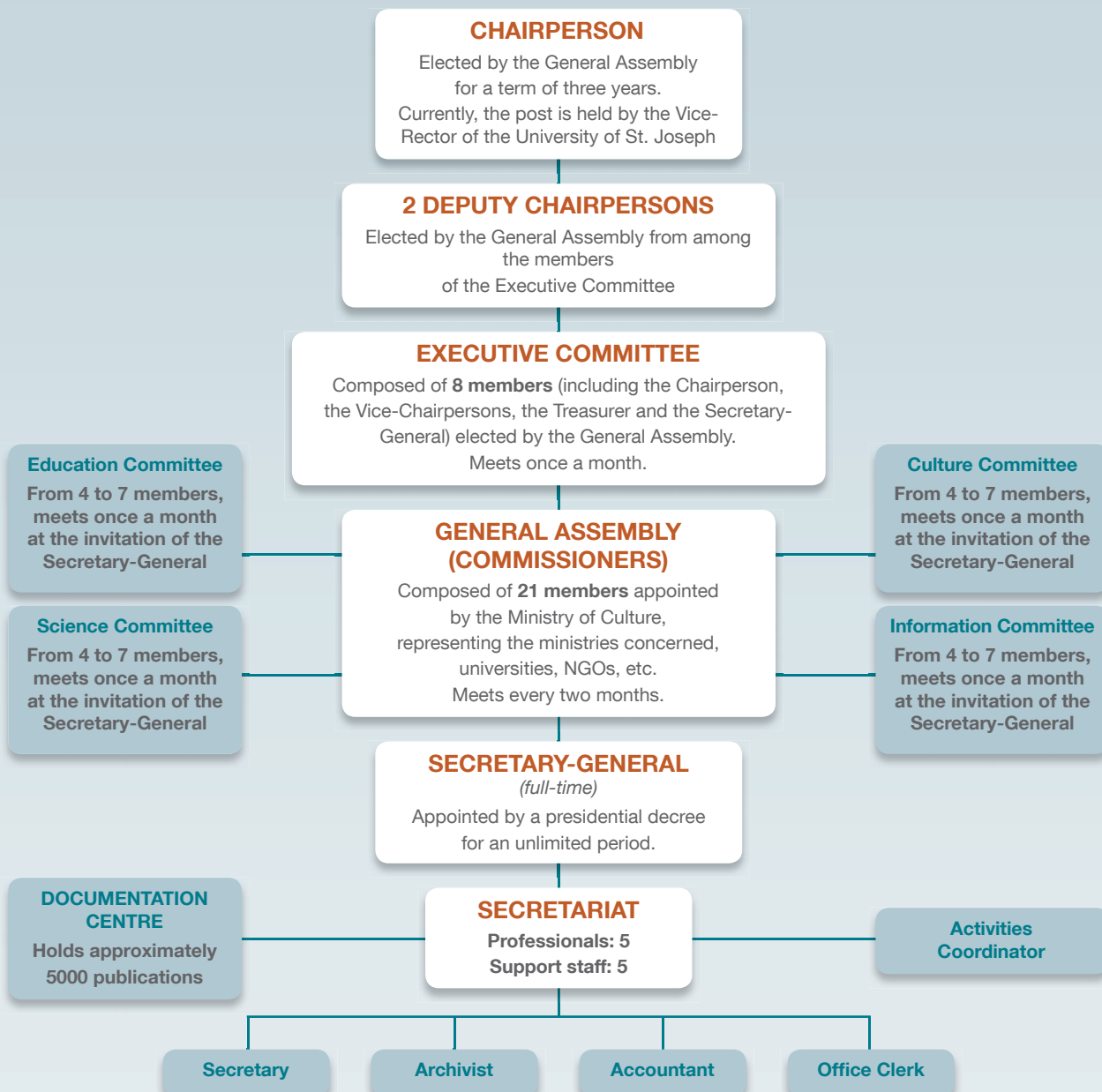
Established: On 28 June 1948.

Status: Semi-autonomous, under the supervision of the Ministry of Culture. Close official and regular relations are maintained with the Ministry of Education and Higher Education, the Ministry of Social Affairs, the Centre of Research and Pedagogical Development and the National Centre of Scientific Research. The Commission enjoys a certain degree of autonomy vis-à-vis the government, and thus has greater freedom of action. It influences the administration indirectly by disseminating information on UNESCO activities and projects and on lectures and seminars, according to the concerns of each department. It promotes inter-ministerial cooperation on projects by drawing the attention of each department to the tasks for which it is responsible and ensuring coordination among them. The Commission has direct interface with the Permanent Delegation to UNESCO.

Budget: The National Commission's budget is provided by the Ministry of Culture and covers salaries and running and operating costs, missions, and implementation of the Commission's activities. In addition, the Commission raises extra-budgetary funds from the private sector and the media.

The Commission has its own bank account enabling it to make transactions in local and foreign currencies.

Location: The National Commission has its own premises outside the Ministry of Culture.



> LIBYAN NATIONAL COMMISSION FOR EDUCATION, CULTURE AND SCIENCE

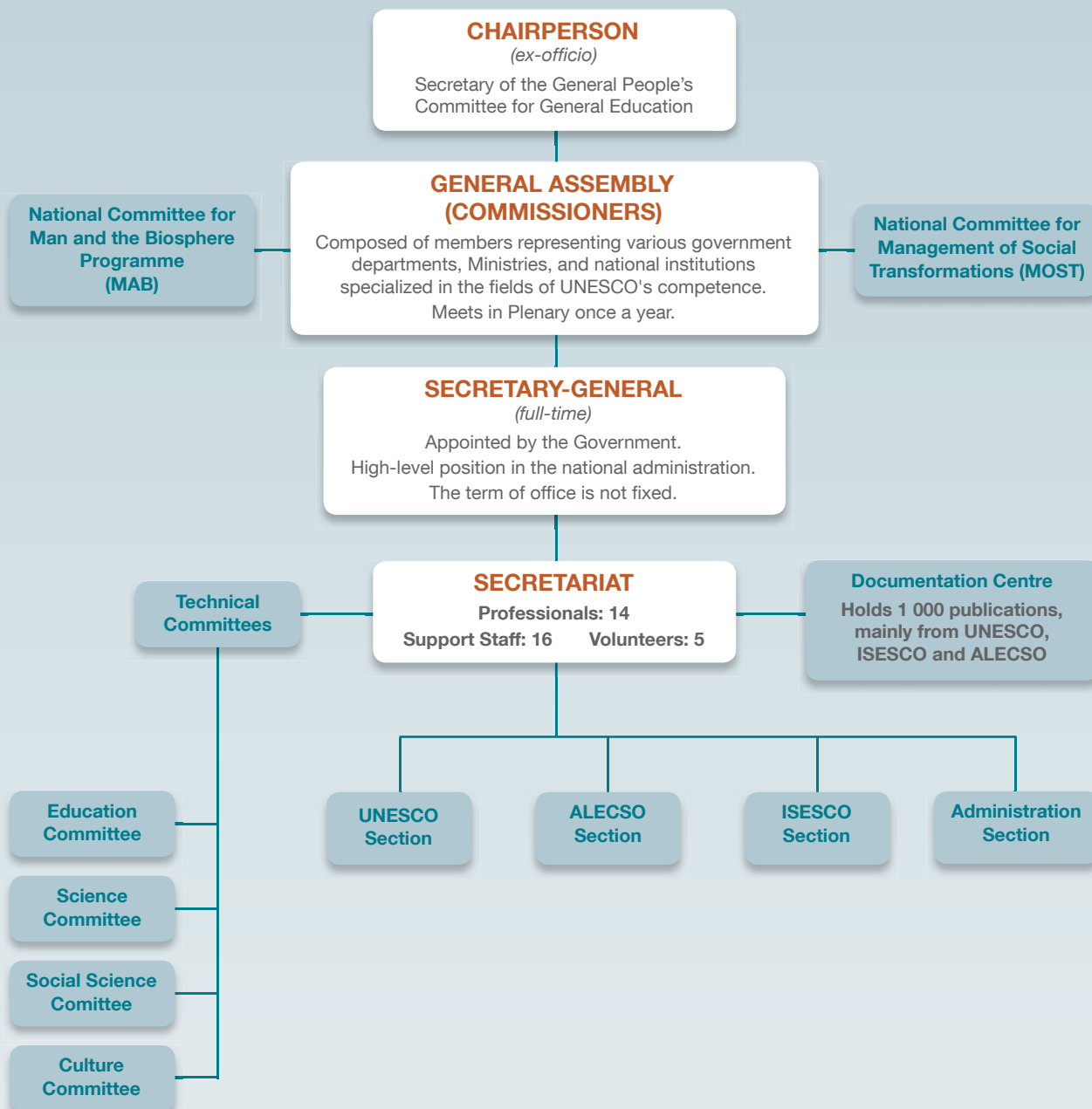
GENERAL

Established: On 27 June 1953.

Status: Governmental, attached to the Ministry of Education. Inter-ministerial cooperation is ensured through their participation of relevant ministries in the General Assembly. The Commission has regular relations with line Ministries and direct interface with the Permanent Delegation to UNESCO.

Budget: The budget of the Commission is provided by the Government and covers operating costs, staff salaries and implementation of its activities. The Commission does not raise extra-budgetary funds. The Commission has its own bank account enabling it to make financial transactions.

Location: The National Commission is housed within premises belonging to the General People's Committee for Education and Scientific Research, together with other Governmental Departments.



> MOROCCAN NATIONAL COMMISSION FOR EDUCATION, CULTURE AND SCIENCE

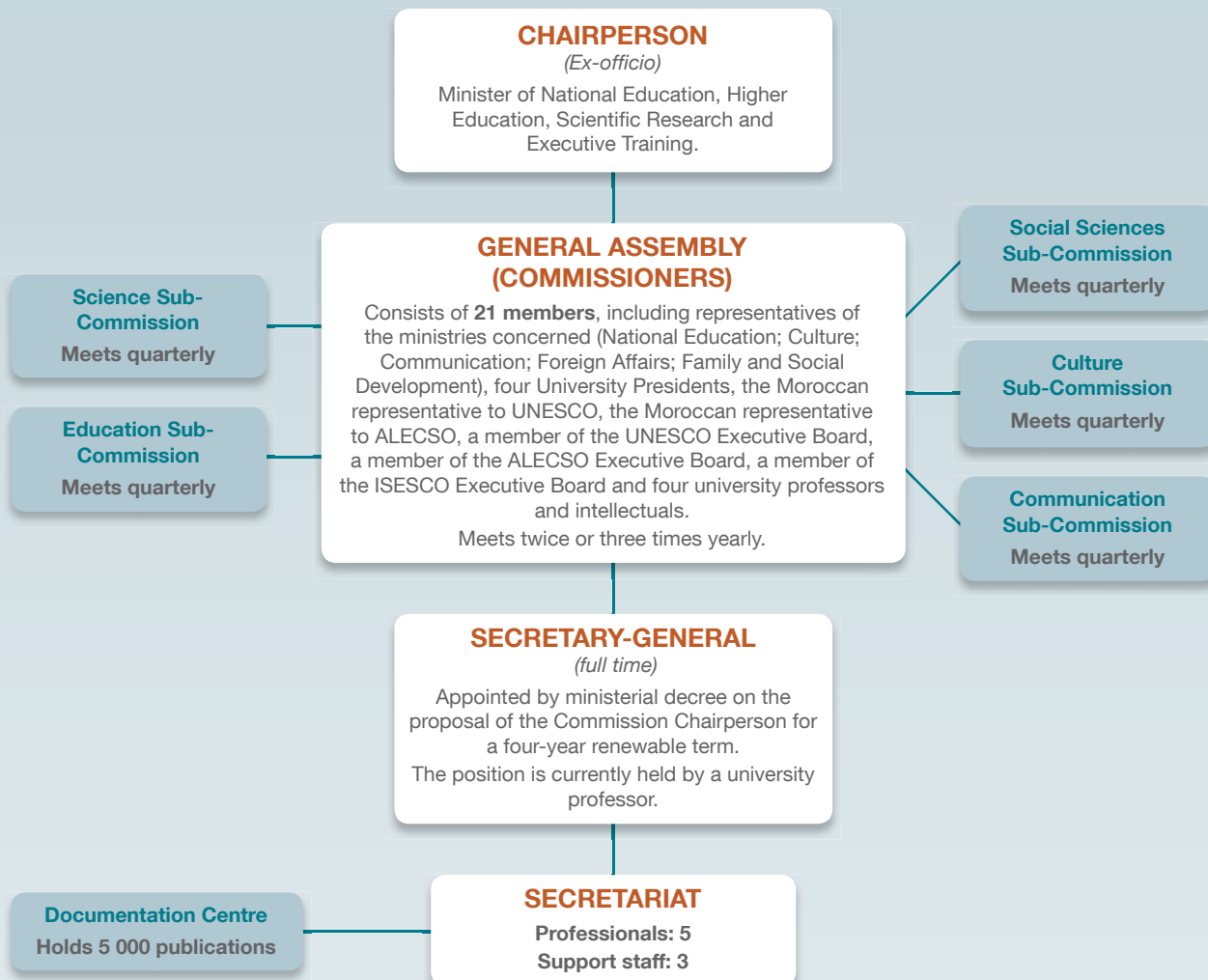
GENERAL

Established: 23 December 1957.

Status: Governmental, attached to the Ministry of National Education, Higher Education, Scientific Research and Executive Training. Inter-ministerial cooperation is secured through the participation of representatives of the various ministries in the General Assembly. The Commission maintains regular relations with the ministries concerned. It holds direct exchanges with the Permanent Delegation to UNESCO.

Budget: The Commission's budget is allocated by the Ministry of National Education, Higher Education, Scientific Research and Executive Training, and covers staff salaries and current expenditure (e.g. accommodation rental, water, electricity and travel costs). The Commission does not raise extrabudgetary funds. The Commission has its own bank account enabling it to make financial transactions.

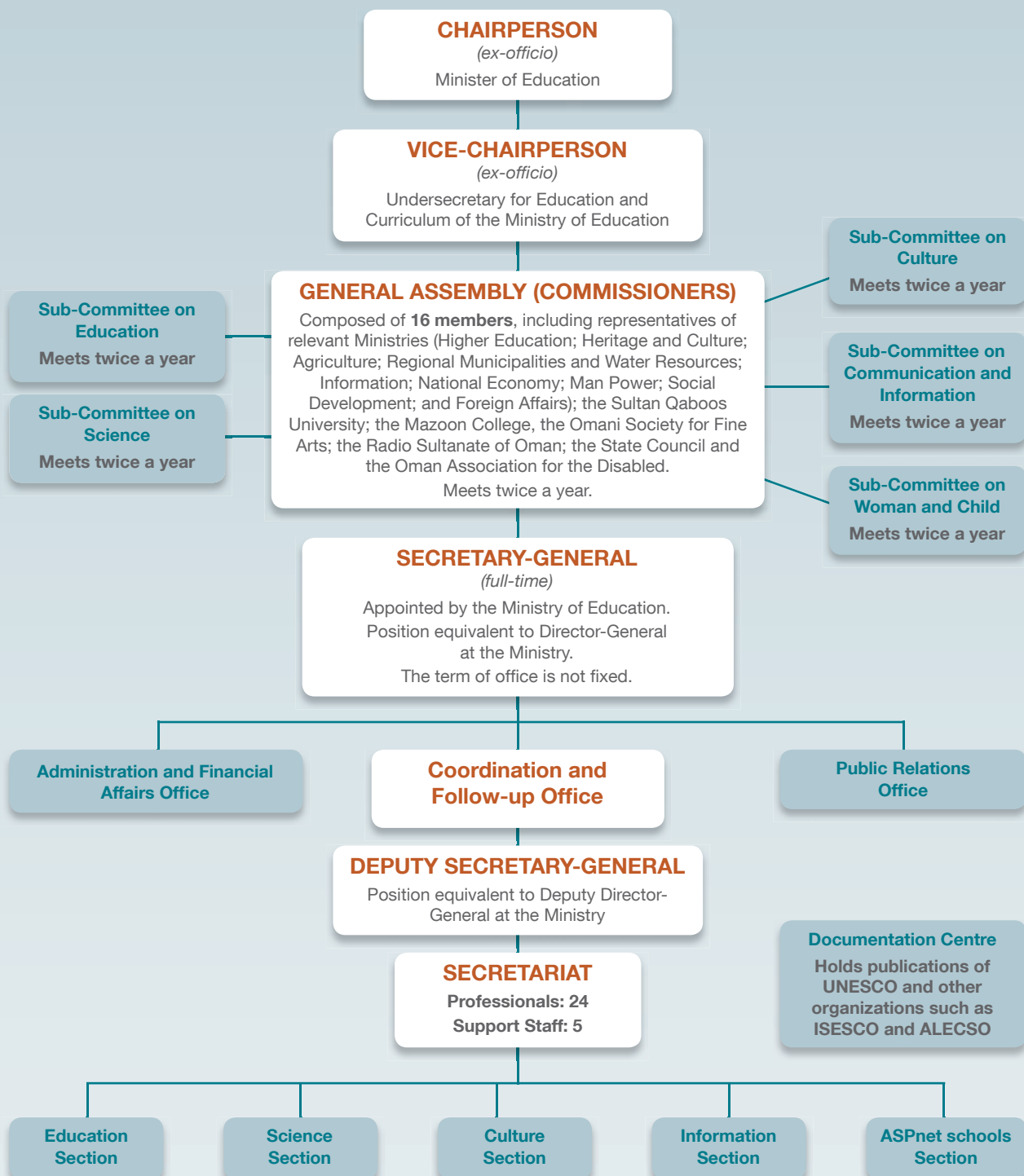
Location: The Commission owns its own premises.



> OMAN NATIONAL COMMISSION FOR EDUCATION, CULTURE AND SCIENCE

GENERAL

- Established:** On 16 September 1974, by a Royal Decree.
- Status:** Governmental, attached to the Ministry of Education. Inter-ministerial co-operation is ensured through the participation of the relevant Ministries in the General Assembly. The Commission has formal and regular relations with line Ministries and maintains direct interface with the Permanent Delegation to UNESCO.
- Budget:** The budget of the Commission, which makes part of the budget of the Ministry of Education, covers operating costs, salaries, travels, implementations of activities and other projects. The Commission receives extra-budgetary funds from ALECSO, ISESCO and the private sector.
- Location:** The Secretariat of the Commission is housed within the Ministry of Education.



> QATAR NATIONAL COMMISSION FOR EDUCATION, CULTURE AND SCIENCE

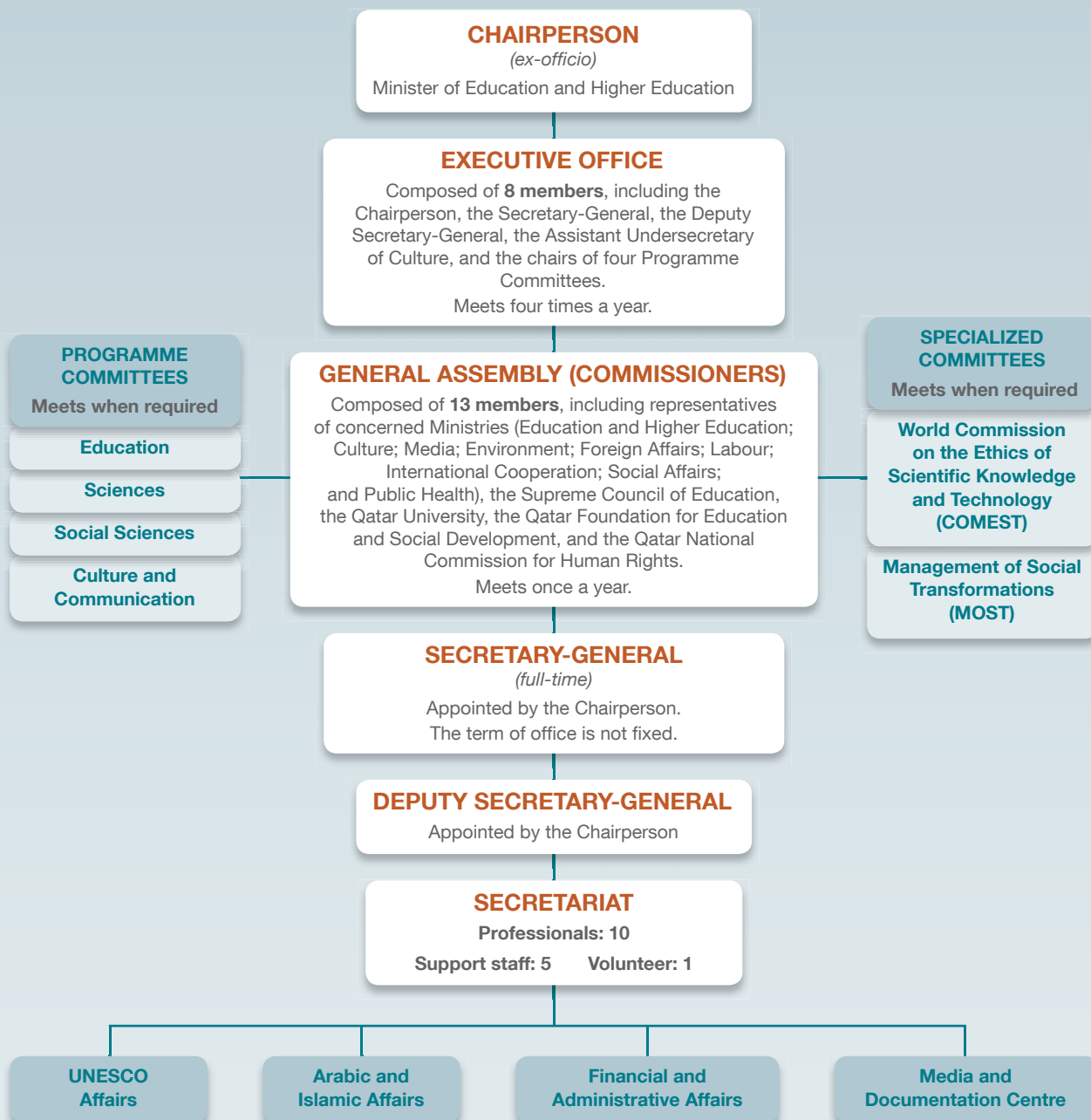
GENERAL

Established: On 25 February 1962.

Status: Governmental, attached to the Ministry of Education and Higher Education. Inter-ministerial cooperation is ensured through the participation of relevant Ministries in the General Assembly. The Commission has formal and regular relations with line Ministries and maintains direct interface with the Permanent Delegation to UNESCO.

Budget: The National Commission's budget is provided by the Ministry of Education and Higher Education and covers operating costs and subscription costs to UNESCO, ALECSO, and ISESCO. The Commission does not raise extra-budgetary funds.

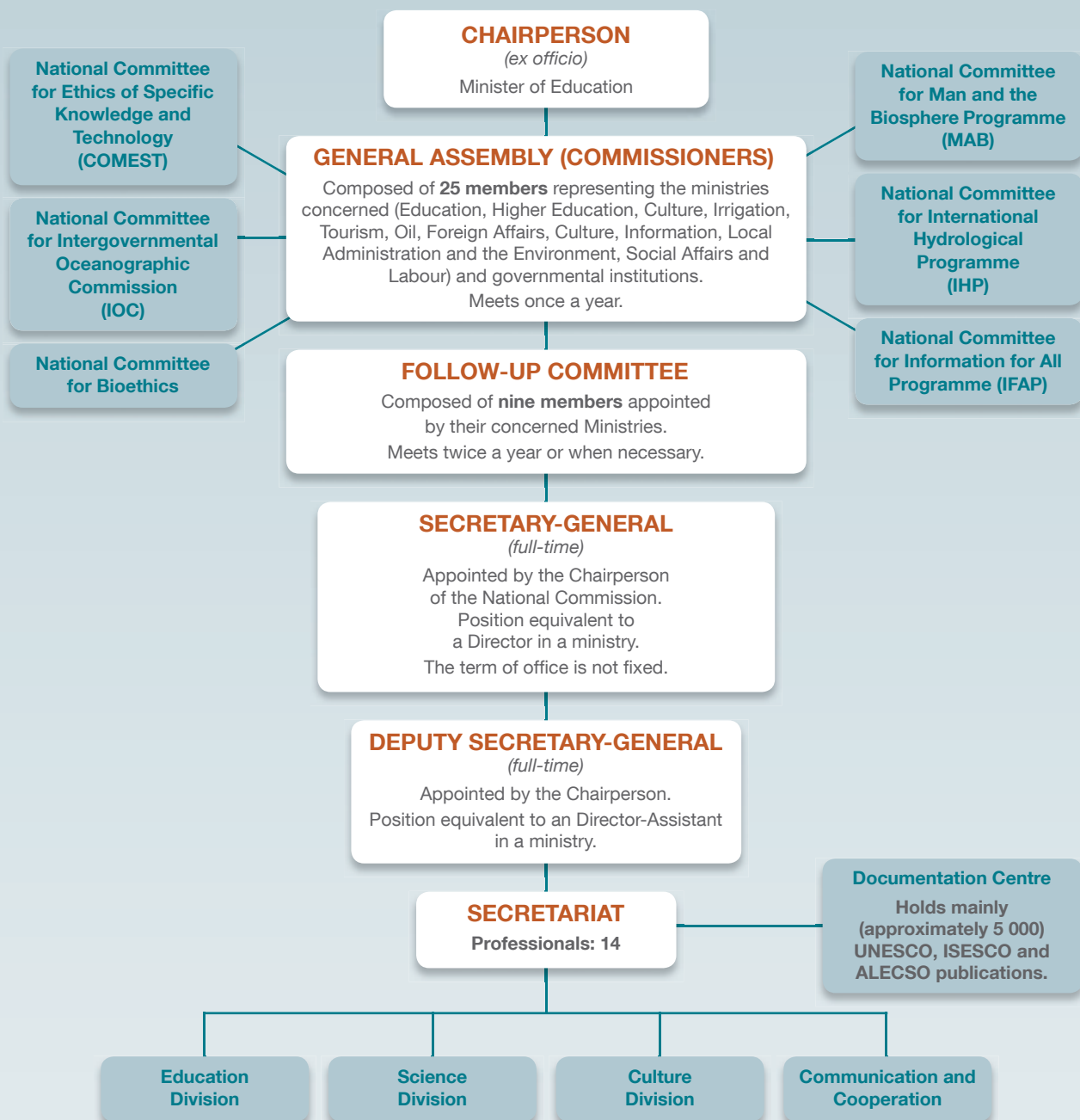
Location: The Commission rents its premises.



> SYRIAN NATIONAL COMMISSION FOR UNESCO

GENERAL

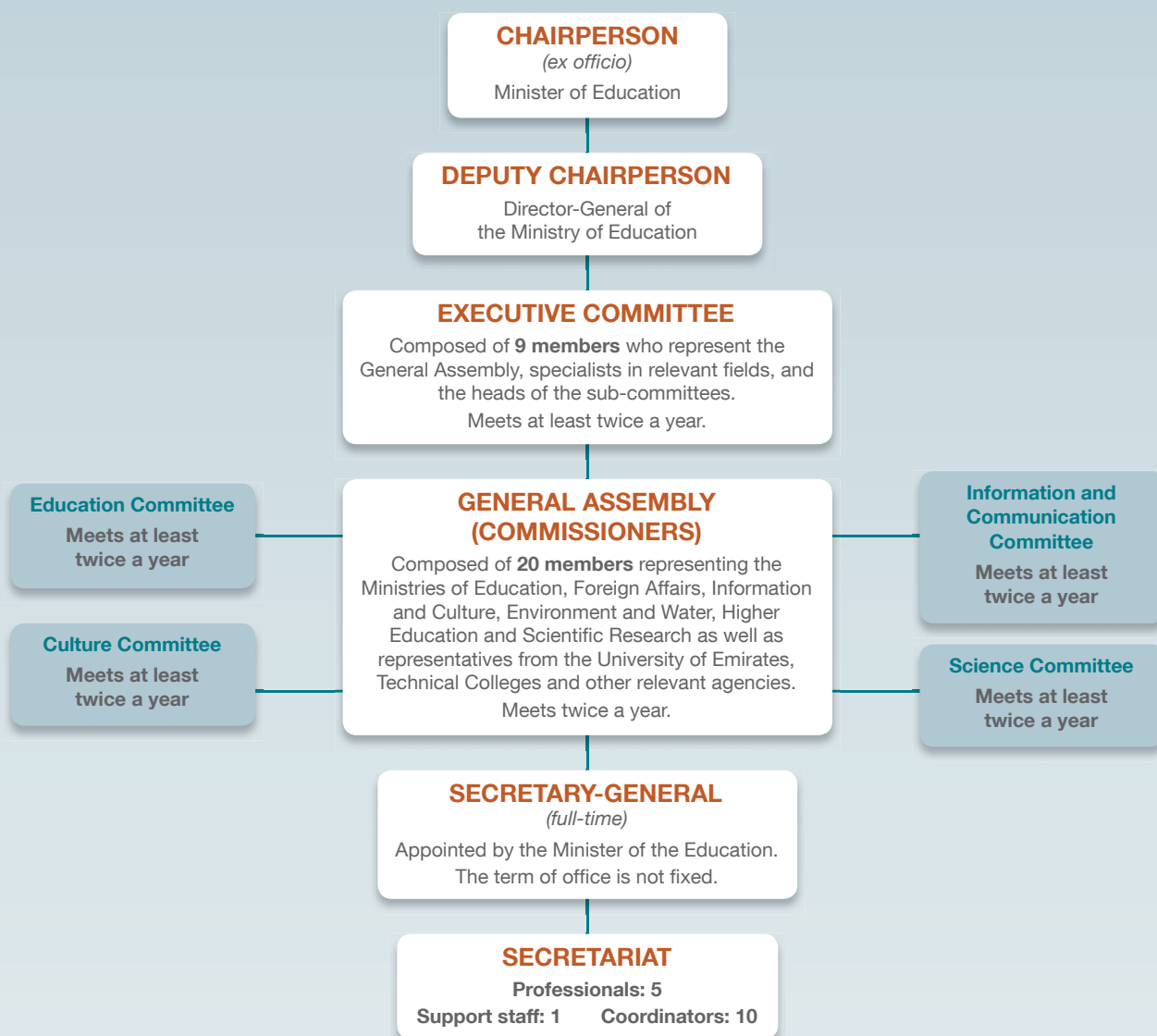
- Established:** On 13 May 1976 by a presidential decree.
- Status:** Governmental. The National Commission is attached to the Ministry of Education and works as a national coordinator between international organizations (UNESCO, ALECSO and ISESCO) and the Syrian Ministries and governmental and non-governmental organizations. The Commission has regular relations with line Ministries and close contacts with the Permanent Delegation to UNESCO.
- Budget:** The National Commission's budget is provided by the Government to cover salaries and current expenses. The Commission does not raise extra-budgetary funds.
- Location:** The Commission is located within the Ministry of Education.



> UNITED ARAB EMIRATES NATIONAL COMMISSION FOR EDUCATION, CULTURE AND SCIENCE

GENERAL

- Established:** In 1964 by a governmental decree.
- Status:** Governmental, attached to the Ministry of Education. Inter-ministerial co-operation is ensured by representatives from various ministries, national authorities and bodies in the Commission. The Commission maintains regular relations with line Ministries and direct interface with the Permanent Delegation to UNESCO.
- Budget:** The budget of the National Commission is part of the general budget of the Ministry of Education. It covers the salaries of the staff, travels and operating costs. The Commission does not raise extra-budgetary funds.
- Location:** The National Commission is housed in the Ministry of Education premises.

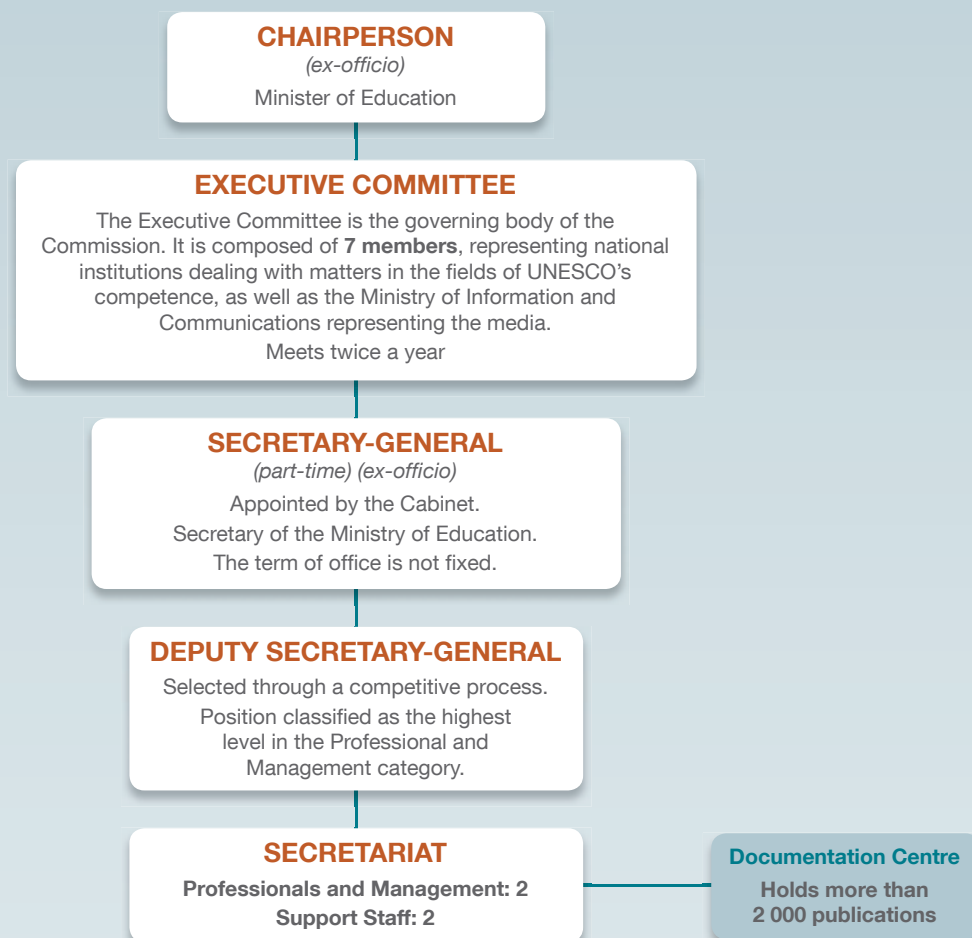


Asia and the Pacific

> BHUTAN NATIONAL COMMISSION FOR UNESCO

GENERAL

- Established:** On 10 October 1986.
- Status:** Governmental, attached to the Ministry of Education. The Commission has regular and formal relation with line Ministries. It maintains, through the Ministry of Foreign Affairs, functional interface with the Bhutan Permanent Delegation to UNESCO based in Geneva.
- Budget:** The budget of the National Commission, allocated by the Royal Government, covers staff salaries, operating costs, travels and implementation of activities. The Commission does not raise extra-budgetary funds.
- Location:** The Secretariat of the Commission is located within the Ministry of Education.



> NATIONAL COMMISSION OF PEOPLE'S REPUBLIC OF CHINA FOR UNESCO

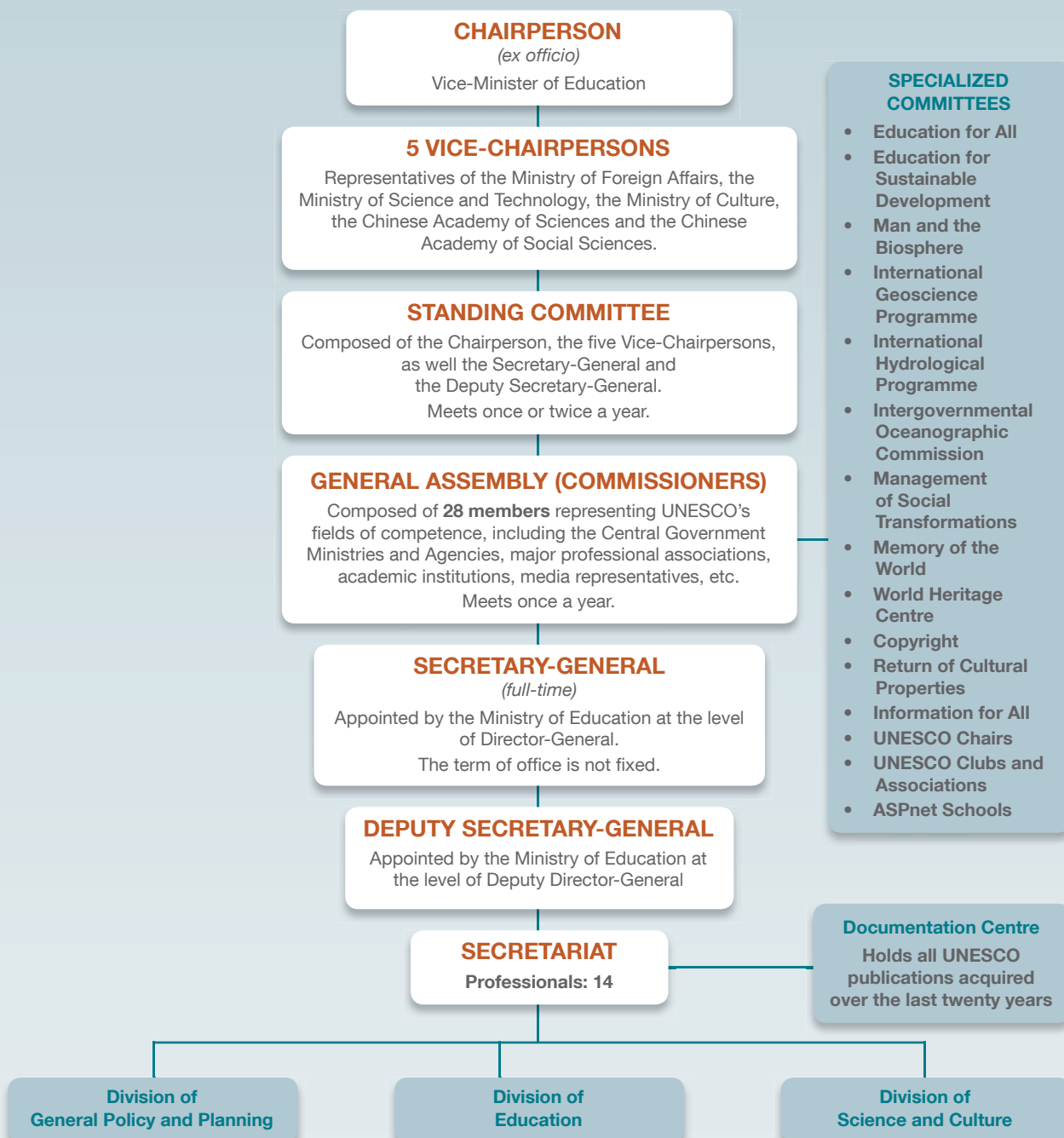
GENERAL

Established: In February 1979.

Status: Governmental, attached to the Ministry of Education. The inter-ministerial co-operation is assured through the participation of the Ministries and government agencies in the Standing Committee and in the General Assembly. The Commission maintains direct contact with the Permanent Delegation to UNESCO.

Budget: The budget of the Commission is provided by the Ministry of Education to cover operating costs and the implementations of some activities and publications. The Chinese Government makes donations annually to programme delivery in the fields of Education, the World Heritage Centre, the Intergovernmental Oceanographic Commission and the International Geosciences Programme. The Commission has its own bank account enabling it to make financial transactions,

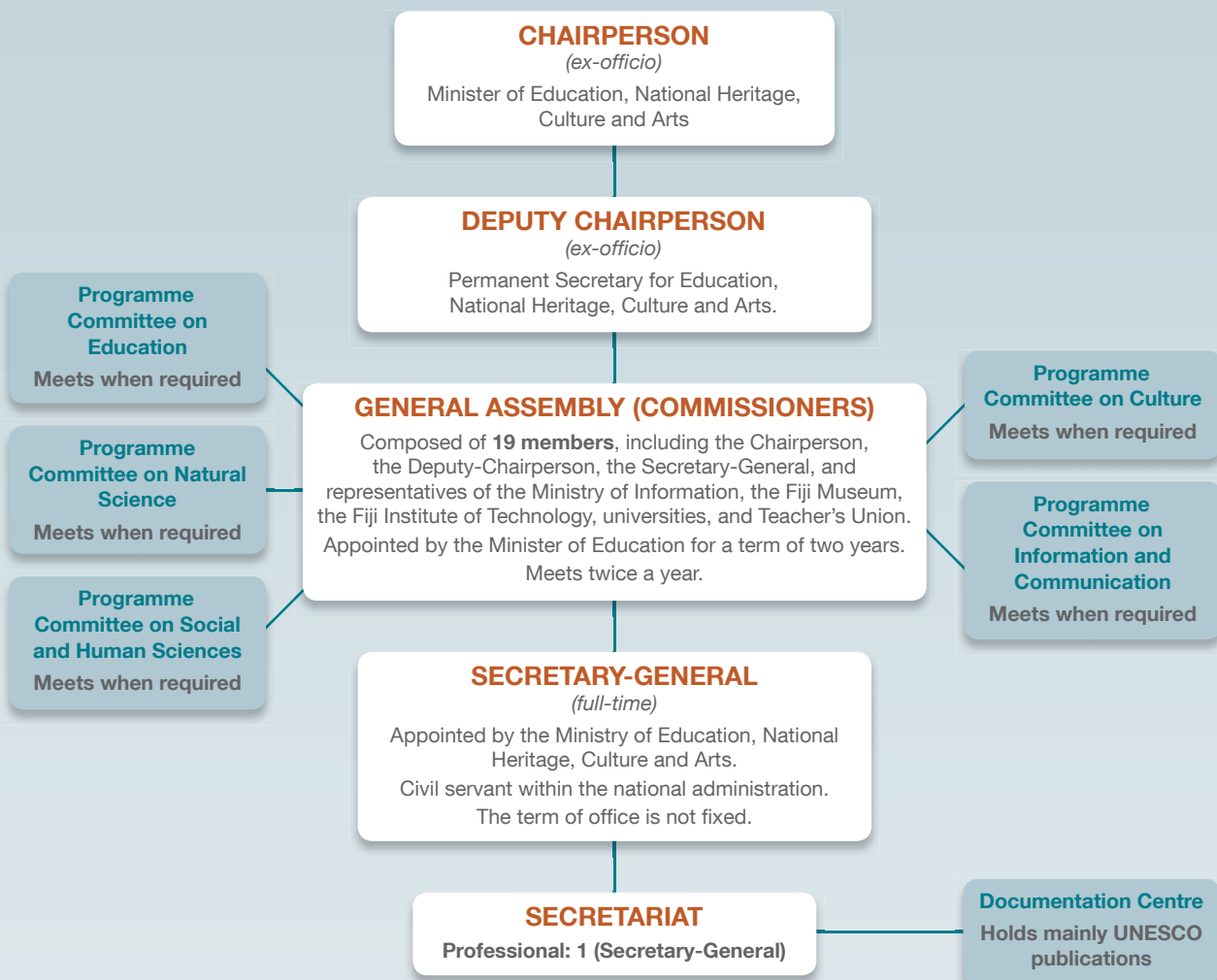
Location: The National Commission is housed in the Ministry of Education.



> FIJI NATIONAL COMMISSION FOR UNESCO

GENERAL

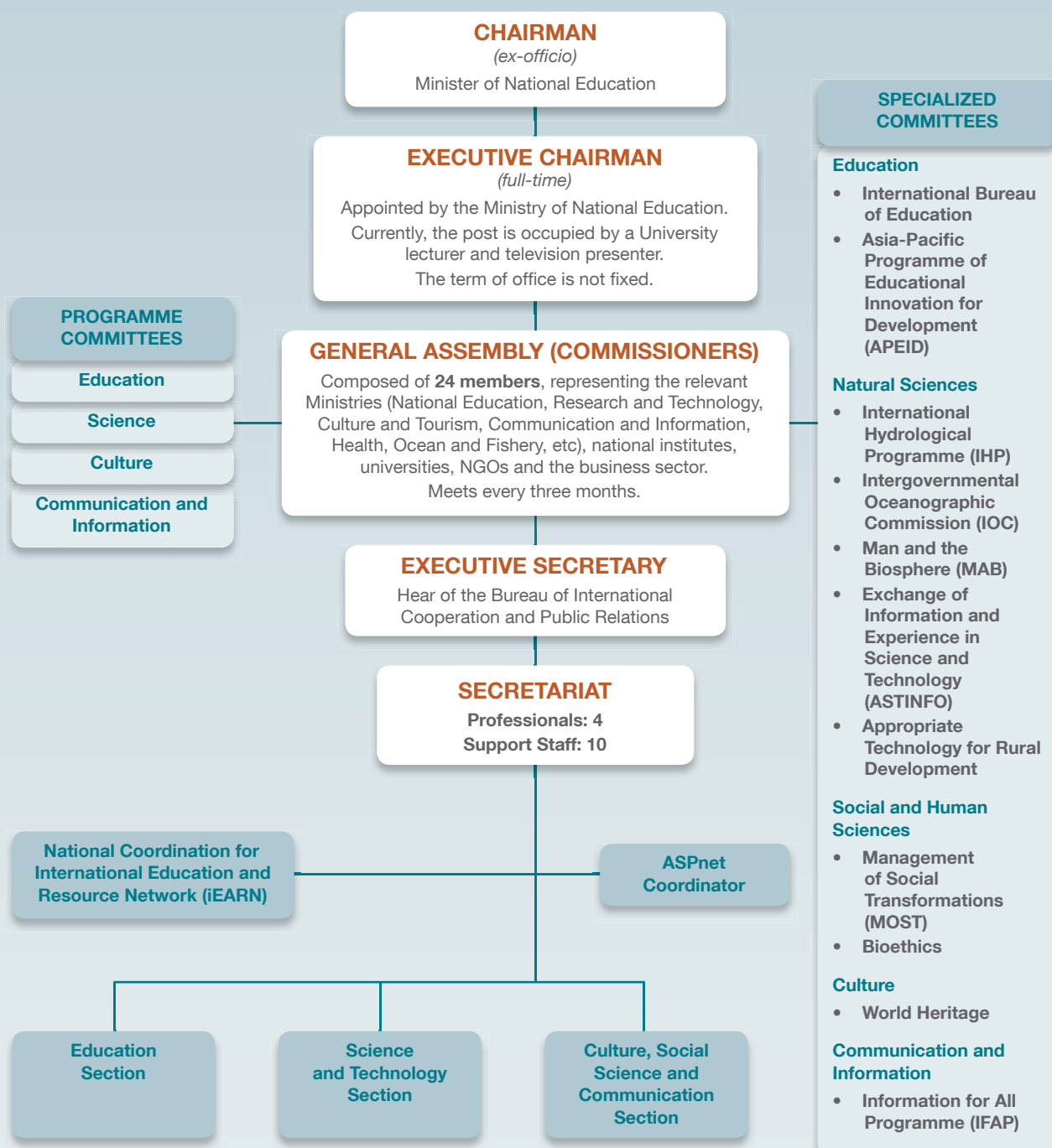
- Established:** In August 1983.
- Status:** Governmental, attached to the Ministry of Education, National Heritage, Culture and Arts. The Commission maintains formal and regular relations with government departments, such as the Ministry of Foreign Affairs and External Trade, the Department of Environment, the Department of Information, the Fiji Arts Council, and two universities and institutions of higher learning. The National Commission has direct interface with the Permanent Delegation to UNESCO based in Brussels.
- Budget:** The National Commission has not established its own independent budget. Secretary-General's salary, operating costs and programme delivery costs of the Commission are covered by the budget of the Ministry of Education, National Heritage, Culture and Arts. The Commission does not raise extra-budgetary funds.
- Location:** The Secretariat of the National Commission is housed within the Ministry of Education, National Heritage and Arts.



> INDONESIAN NATIONAL COMMISSION FOR UNESCO

GENERAL

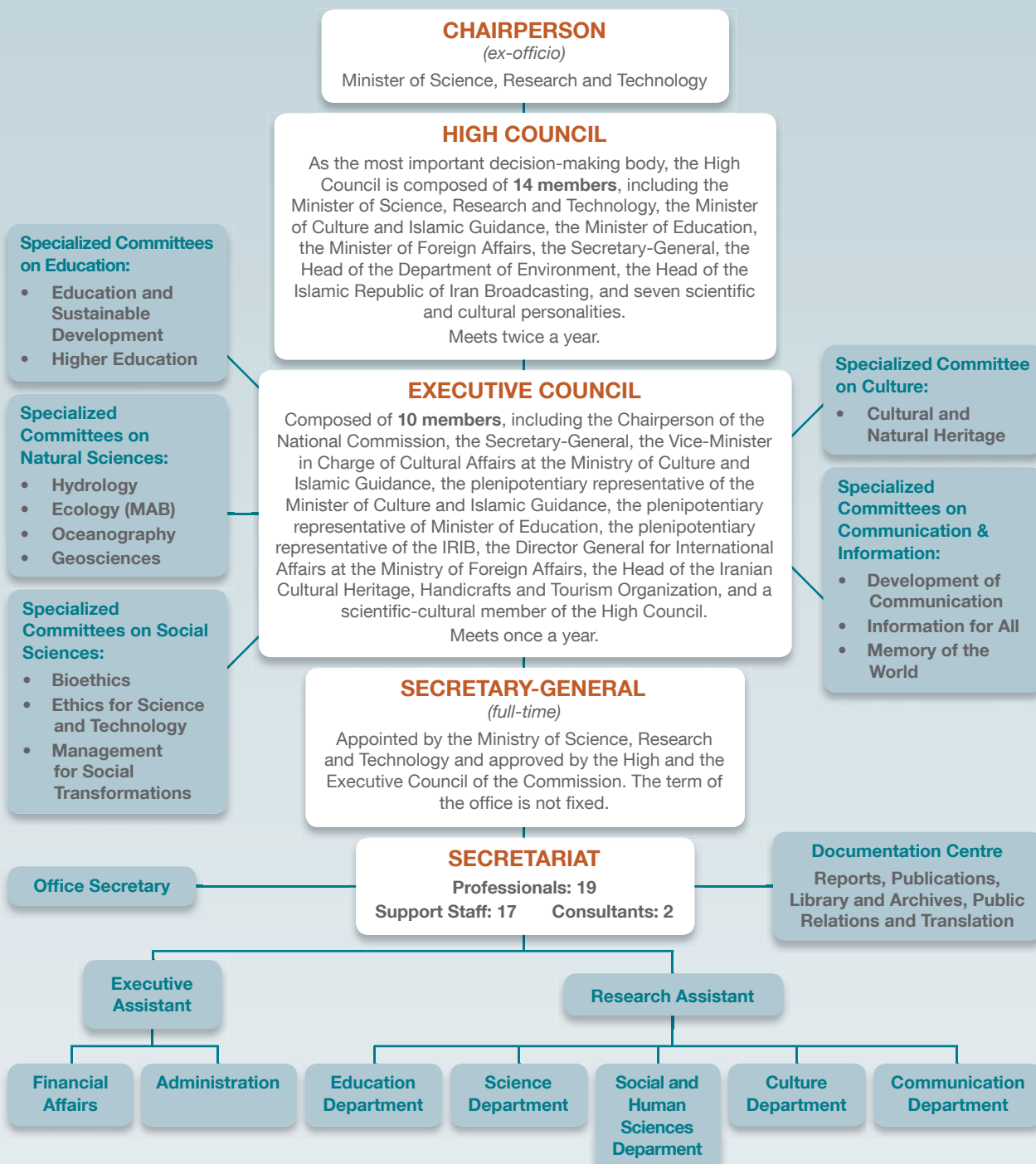
- Established:** On 20 October 1952, re-organized in 1977 by a decree of the Ministry of Education and Culture.
- Status:** Governmental, attached to the Ministry of Education and Culture. Inter-ministerial cooperation is ensured through the participation of representatives of the relevant Ministries in the Executive Committee and the General Assembly. The National Commission maintains direct relations with the Permanent Delegation to UNESCO.
- Budget:** The budget of the National Commission, provided by the Government, covers operating costs and project implementation. Extra-budgetary funds are also raised from NGOs, individuals, companies and Foreign Embassies.
- Location:** The Secretariat of the National Commission is within the Ministry of Education and Culture as one of the four divisions of the Ministry's Centre for Information and Public Relations.



> IRANIAN NATIONAL COMMISSION FOR UNESCO

GENERAL

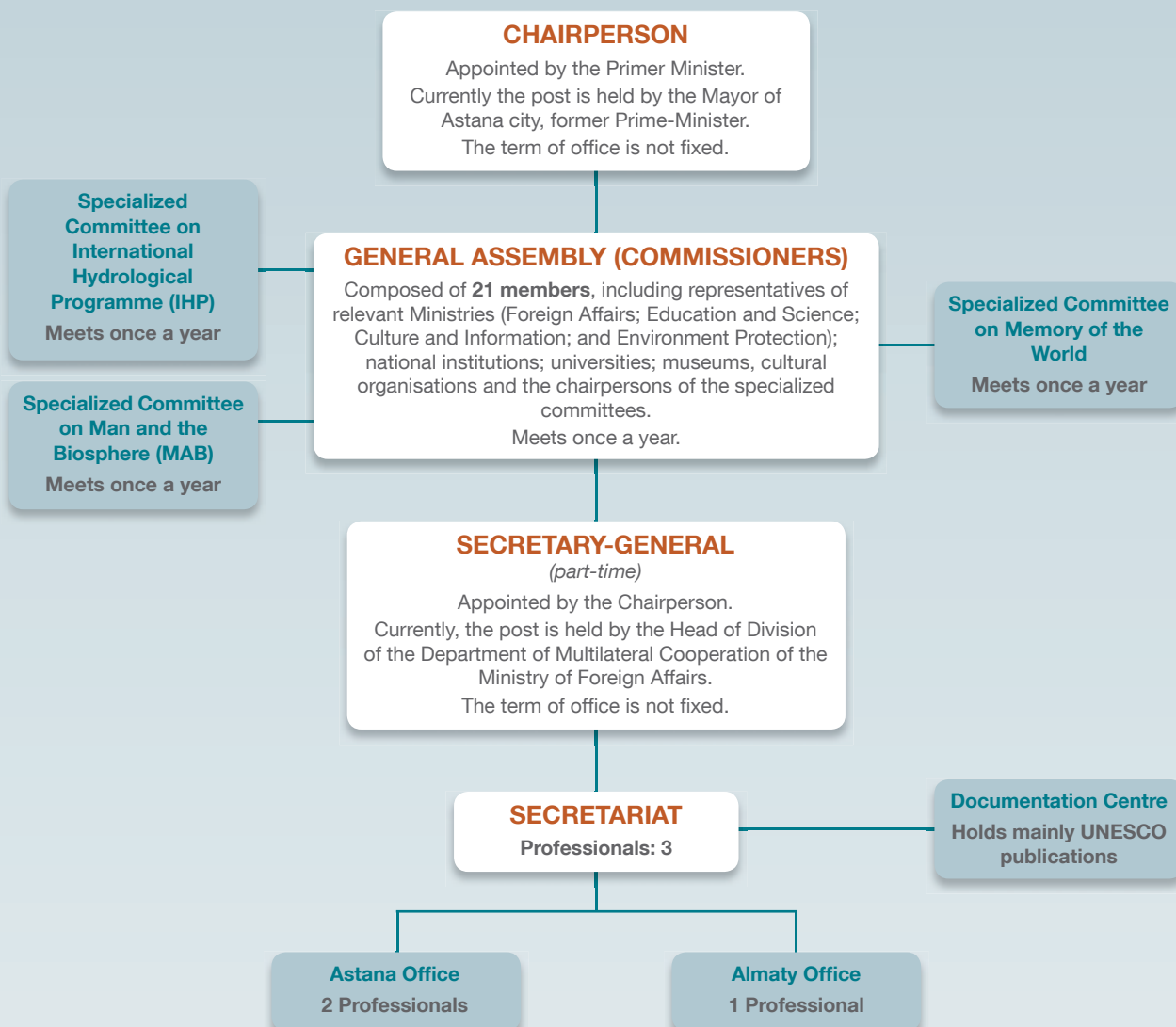
- Established:** In 1948 by a decree of the Minister of Culture, later amended in 1987.
- Status:** Semi-autonomous, under the supervision of the Ministry of Science, Research and Technology. The Commission is a legal body as liaison between UNESCO and the Islamic Republic of Iran. It has regular relations with the Ministries and maintains direct contacts with the Permanent Delegation in Paris.
- Budget:** The budget of the Commission is provided by the Government, notably the Ministry of Science, Research and Technology. It covers part of staff salaries, operating costs, some travels, implementation of activities and the costs of the 13 National Committees. The National Commission participates in fund-raising with extra-budgetary partners as universities, research institutions and governmental and non-governmental organizations. The Commission has its own bank account enabling it to make financial transactions.
- Location:** The Commission is housed in its own premises, independent from the building of the Ministry of Science, Research and Technology and other governmental organizations.



> KAZAKHSTAN NATIONAL COMMISSION FOR UNESCO AND ISESCO

GENERAL

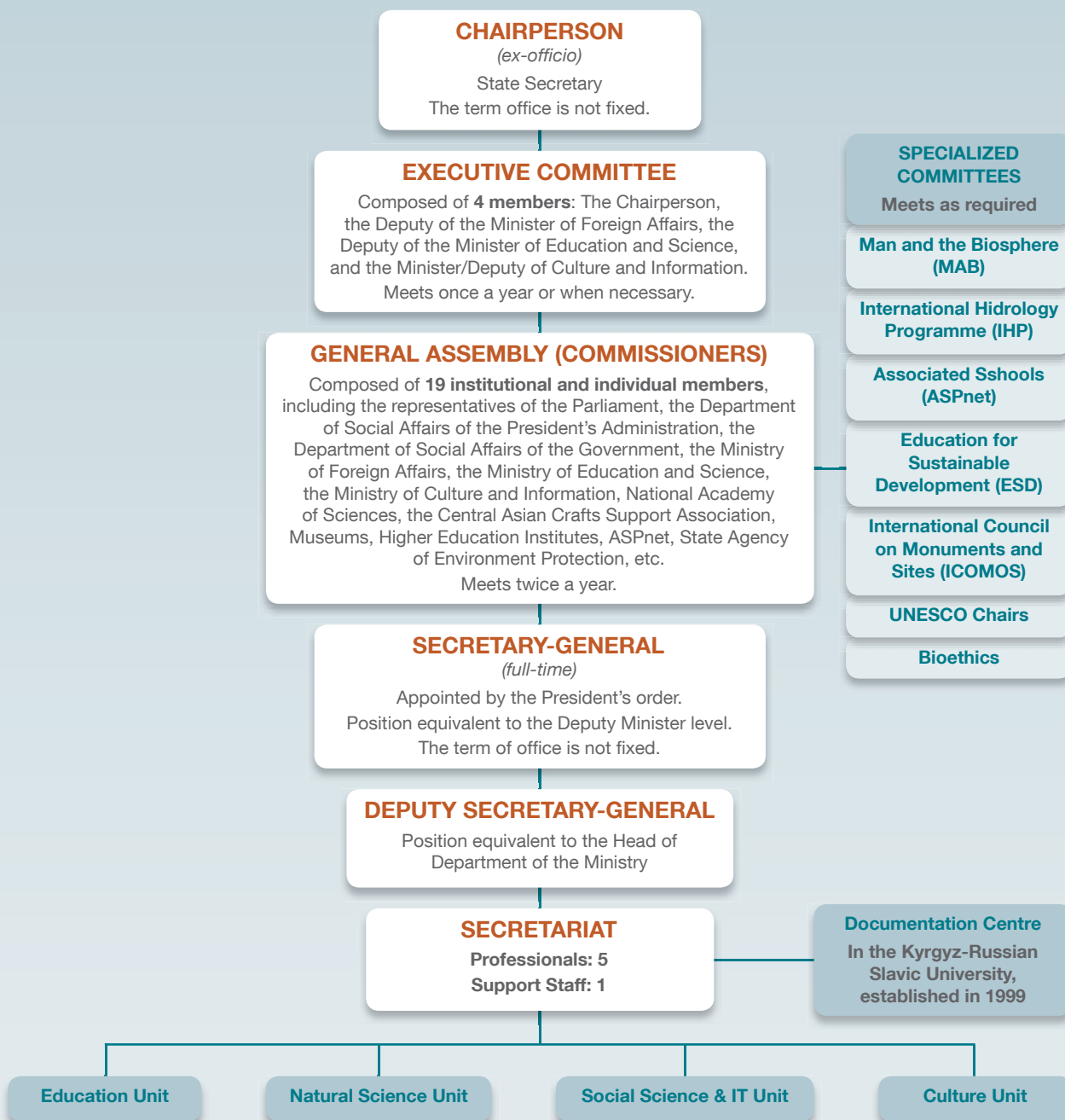
- Established:** On 24 November 1992.
- Status:** Governmental. The Secretariat of the Commission is part of the Ministry of Foreign Affairs. Inter-ministerial co-operation is ensured through the participation of the relevant Ministries in the General Assembly. The Commission has regular and formal relations with line ministries and maintains direct interface with the Permanent Delegation to UNESCO.
- Budget:** The budget of the National Commission provided by the Ministry of Foreign Affairs, covers staff salaries, operating costs and office premises. Some expenditure on project implementation is shared with other Ministries. The Commission does not mobilise extra-budgetary funds. The opening of an individual bank account for the National Commission is under consideration by the government.
- Location:** The Commission has one office in the capital city of Astana and one office in the city of Almaty.



> NATIONAL COMMISSION OF THE KYRGYZ REPUBLIC FOR UNESCO

GENERAL

Established:	On 12 June 1992.
Status:	Governmental, attached to the Ministry of Foreign Affairs and functions under the direct responsibility of the State Secretary. Inter-ministerial co-operation is ensured through the participation of the relevant Ministries in the Executive Committee as well as their representatives in the General Assembly. The Commission has direct relations with the Permanent Delegation based in Brussels.
Budget:	The budget of the National Commission, provided by the Government, covers staff salaries and running costs (e.g. office maintenance and equipment). In addition, the National Commission occasionally mobilizes funds with extra-budgetary partners such as ISESCO Regional Office in Tehran and foundations. The Commission has its own bank account enabling it to make transactions in national and foreign currencies.
Location:	The Secretariat of the National Commission is located in premises belonging to the Government.



> NATIONAL COMMISSION OF LAO FOR UNESCO

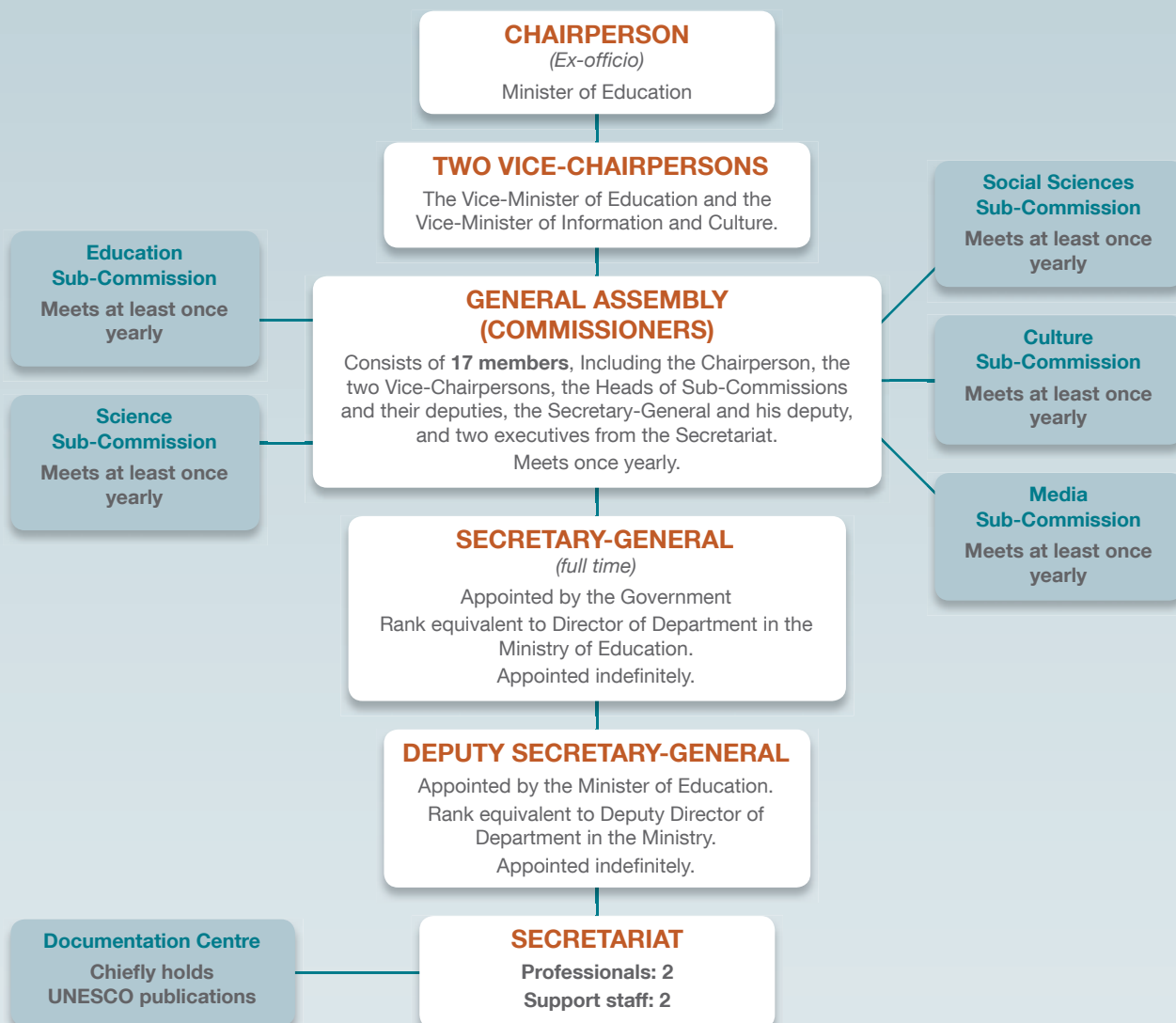
GENERAL

Established: 16 December 1978.

Status : Governmental, attached to the Ministries of Education and of Information and Culture. The Commission maintains regular official relations with the Ministries concerned. The Commission holds exchanges with the Permanent Delegation in Paris via the Ministry of Foreign Affairs or directly, if necessary.

Budget: The National Commission's budget is allocated by the Government and covers staff salaries, travel and current expenditure. The Commission also raises extrabudgetary funds. It has a bank account used to implement projects under the Participation Programme and other projects funded by the Field Offices.

Location: The Commission's Secretariat is housed in the Ministry of Education.



> MALAYSIAN NATIONAL COMMISSION FOR UNESCO

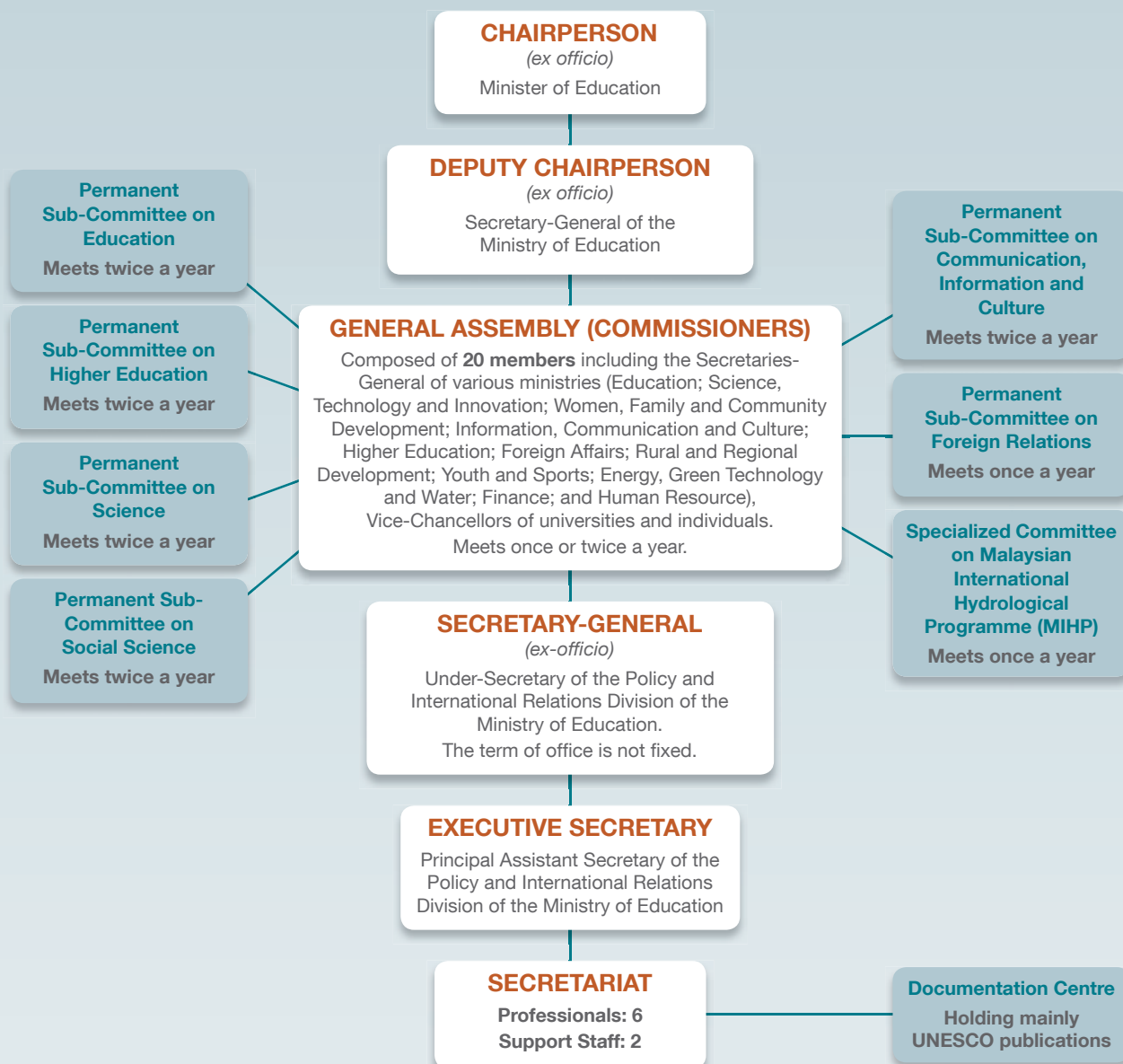
GENERAL

Established: On 7 July 1966.

Status: Governmental, attached to the Ministry of Education. The Policy and International Relations Division of the Minister of Education is the Secretariat of the Commission. Inter-ministerial co-operation is ensured through the participation of representatives of various ministries and government departments in the work of the Programme Committees and the General Assembly. The Commission has direct contact with the Permanent Delegation to UNESCO. The Secretary-General is responsible for the organization and coordination of administrative and financial management of the Office of the Permanent Delegation of Malaysia to UNESCO.

Budget: The budget of the National Commission is provided by the Government to cover staff salaries, travels, operating and running costs as well as the implementation of activities. The Constitution of the Commission allows it to receive contributions or donations from members of the public or institutions other than those wholly financed by the Government. The Commission does not raise extra-budgetary funds. It has its own bank account, enabling it to make financial transactions.

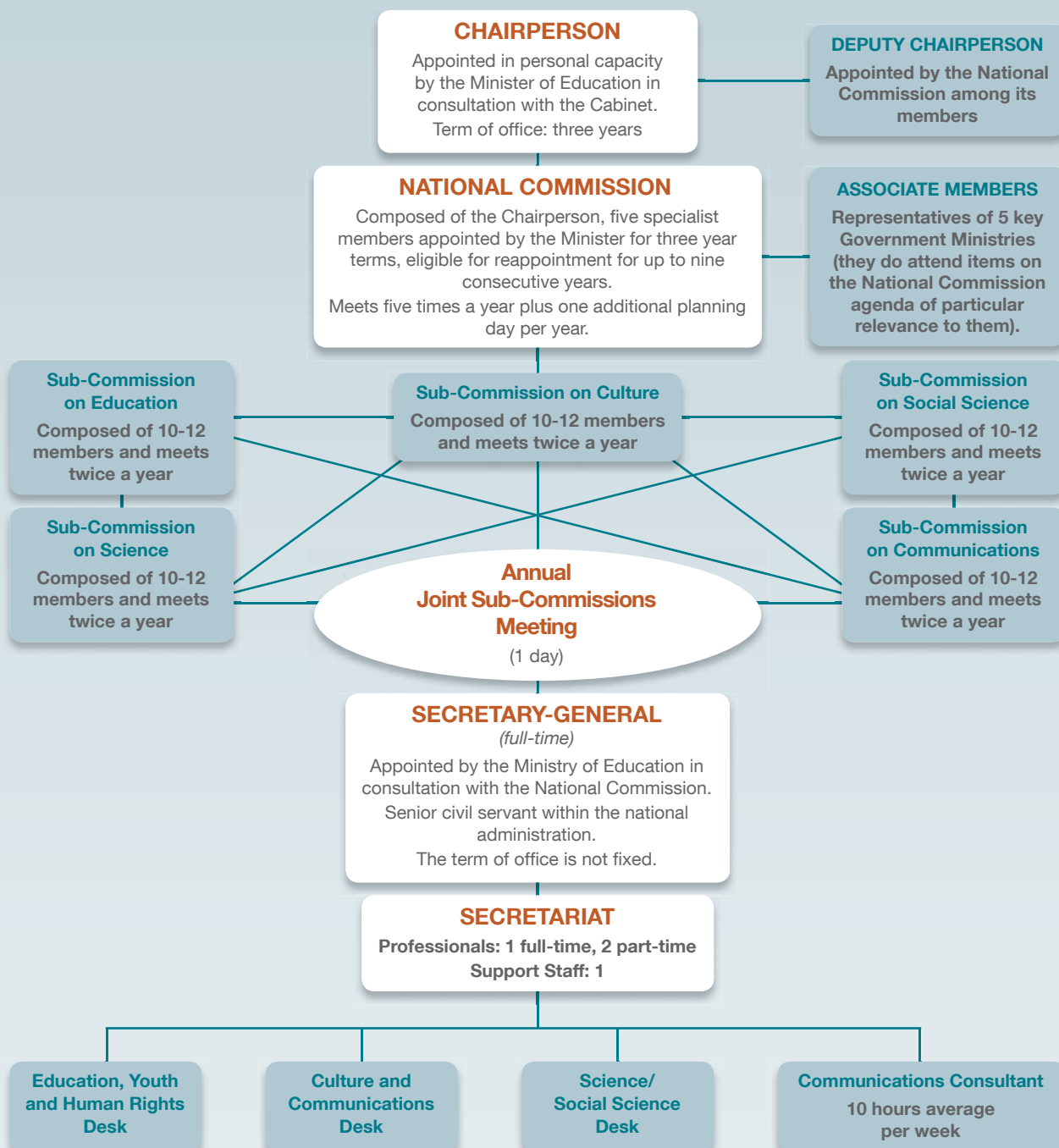
Location: The Secretariat of the Commission is located within the Ministry of Education.



> NEW ZEALAND NATIONAL COMMISSION FOR UNESCO

GENERAL

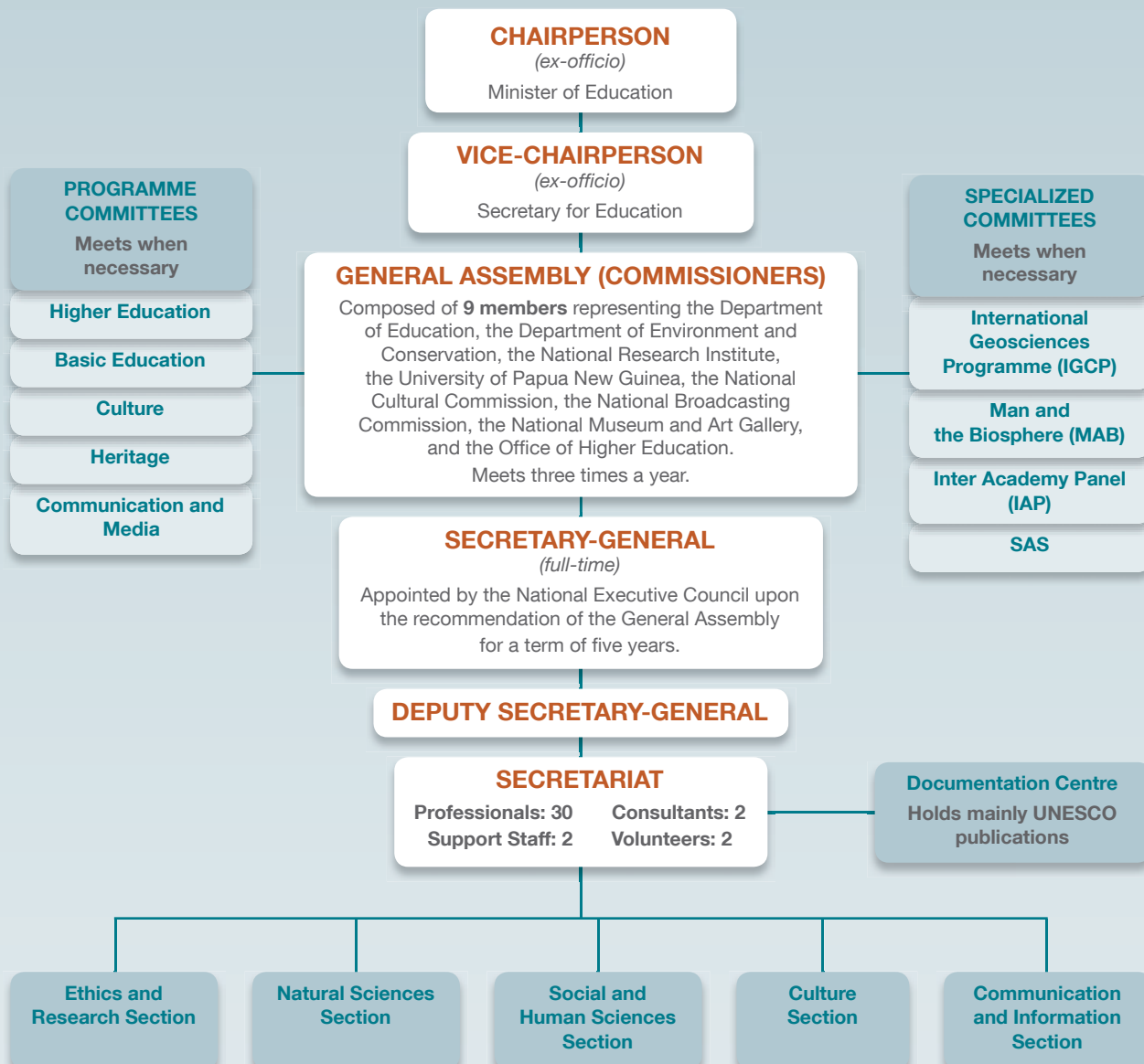
- Established:** On 24 September 1947.
- Status:** Semi-autonomous, attached to the International Division of the Ministry of Education. The relationship between the National Commission and the Ministry is established and maintained through a Memorandum of Understanding, dealing with the operations and the human and financial resourcing of the Commission. In addition, the Chairperson and the members of the Commission liaise regularly with Ministers and staff of relevant Government Ministries. Inter-ministerial co-operation is facilitated through the participation in National Commission meetings where appropriate and sub-commission meetings by relevant Ministries. The Commission has direct interface with the Permanent Delegation to UNESCO.
- Budget:** The budget of the Commission, provided by the Government, covers all operating costs, travels, staff salaries and implementation of activities. The National Commission doesn't raise extra-budgetary funds. It has its own bank account enabling it to make transactions in national and foreign currencies.
- Location:** The Secretariat of the National Commission is attached to the Ministry of Education but physically located in separate stand-alone premises.



> PAPUA NEW GUINEA NATIONAL COMMISSION FOR UNESCO

GENERAL

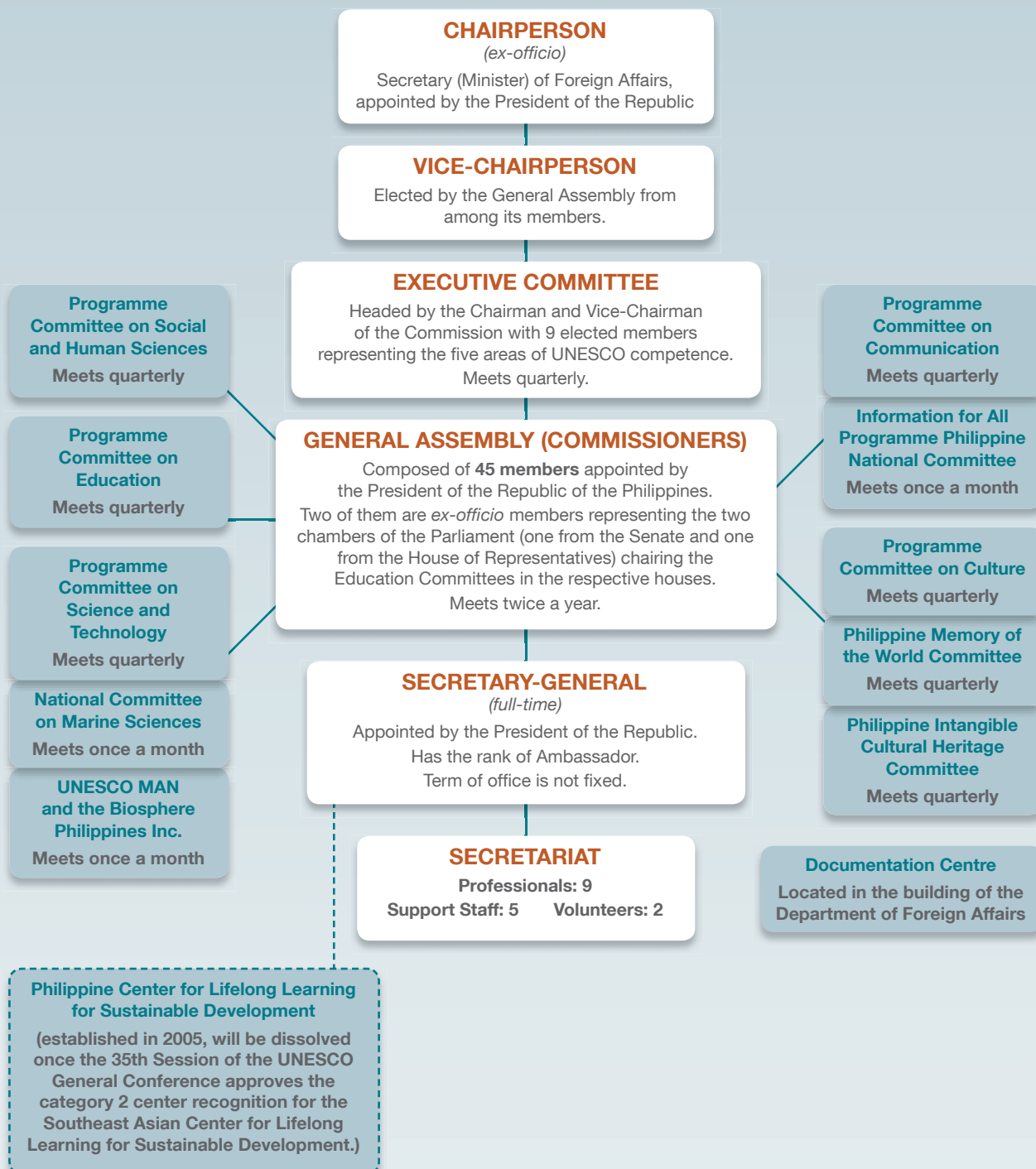
- Established:** In 1981.
- Status:** Autonomous. The Commission was recently restructured to become an autonomous office affiliated with the Department of Education. Inter-department cooperation is ensured through the participation of relevant departments in the General Assembly. The Commission has regular relations with key government departments.
- Budget:** The budget of the Commission, provided by the Government, covers staff salaries, operating costs, travels and implementation of activities. The National Commission raises extra-budgetary funds from government departments as well as through its fund-raising activities.
- Location:** The Commission is located in the Department of Education.



> UNESCO NATIONAL COMMISSION OF THE PHILIPPINES

GENERAL

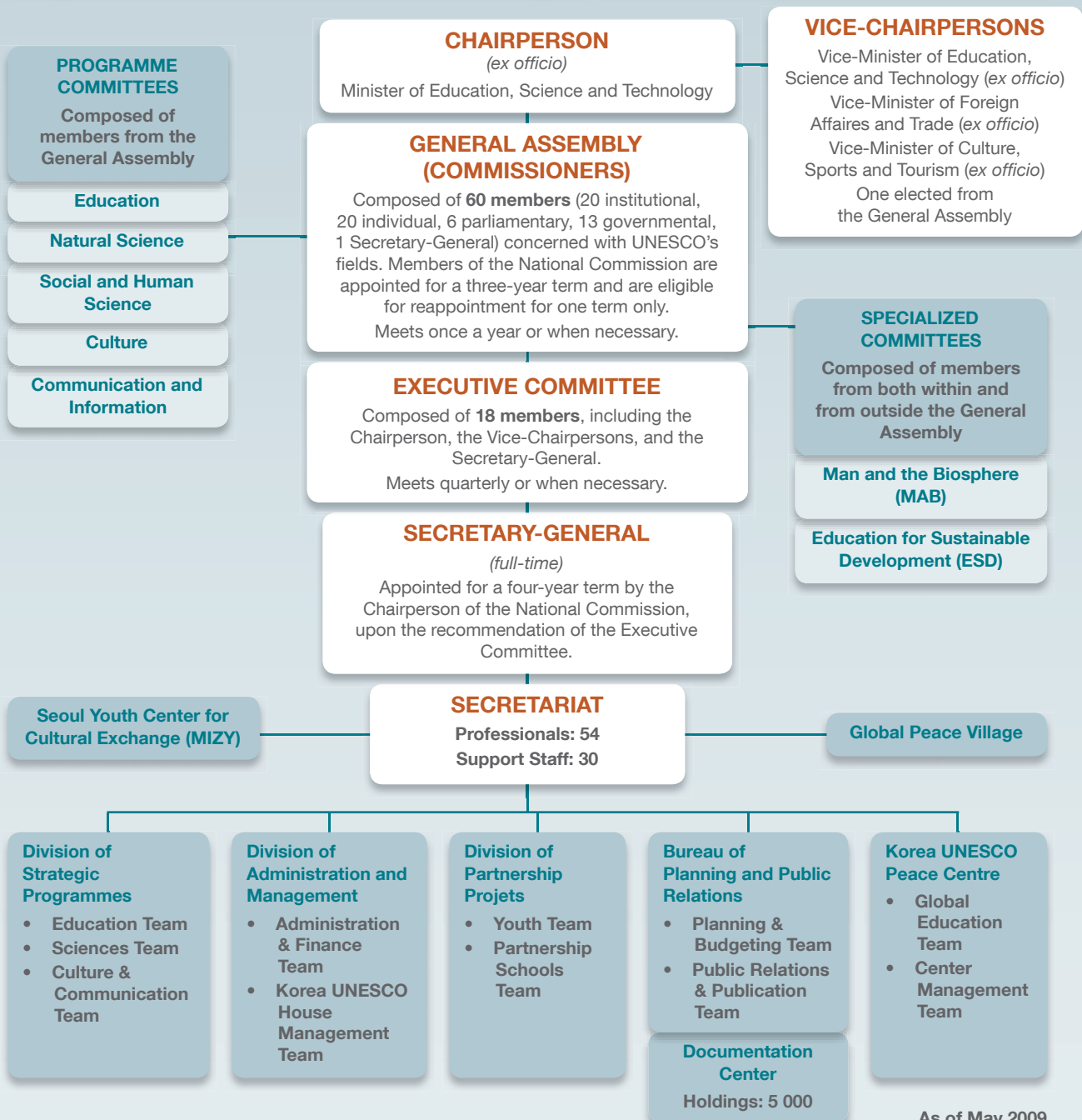
- Established:** On 25 May 1951 through By-Laws (Republic Act 621 as amended by R.A. 892 and R.A. 3849).
- Status:** Governmental, attached to the Department of Foreign Affairs. Inter-department co-operation is ensured through the participation of representatives of the relevant departments and governmental institutions in the General Assembly. The Commission has direct relations with the Permanent Delegation to UNESCO.
- Budget:** The budget of the National Commission is provided by the Government and covers staff salaries, travels, operating costs and the implementation of programme activities. In addition, the Commission raises funds from governmental departments and the private sector. The Commission has its own bank account enabling it to make financial transactions.
- Location:** The Secretariat of the Commission is housed within the Department of Foreign Affairs.



> KOREAN NATIONAL COMMISSION FOR UNESCO

GENERAL

- Established:** On 30 January 1954, in accordance with the Presidential Decree issued in January 1953 on the establishment of the Korean National Commission for UNESCO. The Law Concerning Activities of UNESCO was adopted in 1963 and fully revised in 2007.
- Status:** Semi-autonomous, under the supervision of the Ministry of Education, Science and Technology. Inter-ministerial cooperation is ensured through the participation of representatives of the relevant Ministries in the Executive Committee and the General Assembly. The National Commission maintains relations with the Permanent Delegation to UNESCO through the Ministry of Foreign Affairs and Trade.
- Budget:** The budget of the National Commission, primarily derived from revenues from rental properties owned by the Commission, covers staff salaries, travels costs, partial implementation of its activities and the maintenance of buildings. Central and local governments provide subsidies for selected projects and programmes of the Commission. Extra-budgetary funds are also raised through the contribution of partners, including related agencies and the private sector. The Commission has its own bank account, enabling it to make transactions in national and foreign currencies.
- Location:** The National Commission possesses its own buildings (The Korea UNESCO House in downtown Seoul and the Korean UNESCO Peace Center in Icheon), which are rented to generate revenues. The Secretariat is therefore housed in properties owned by the Commission.

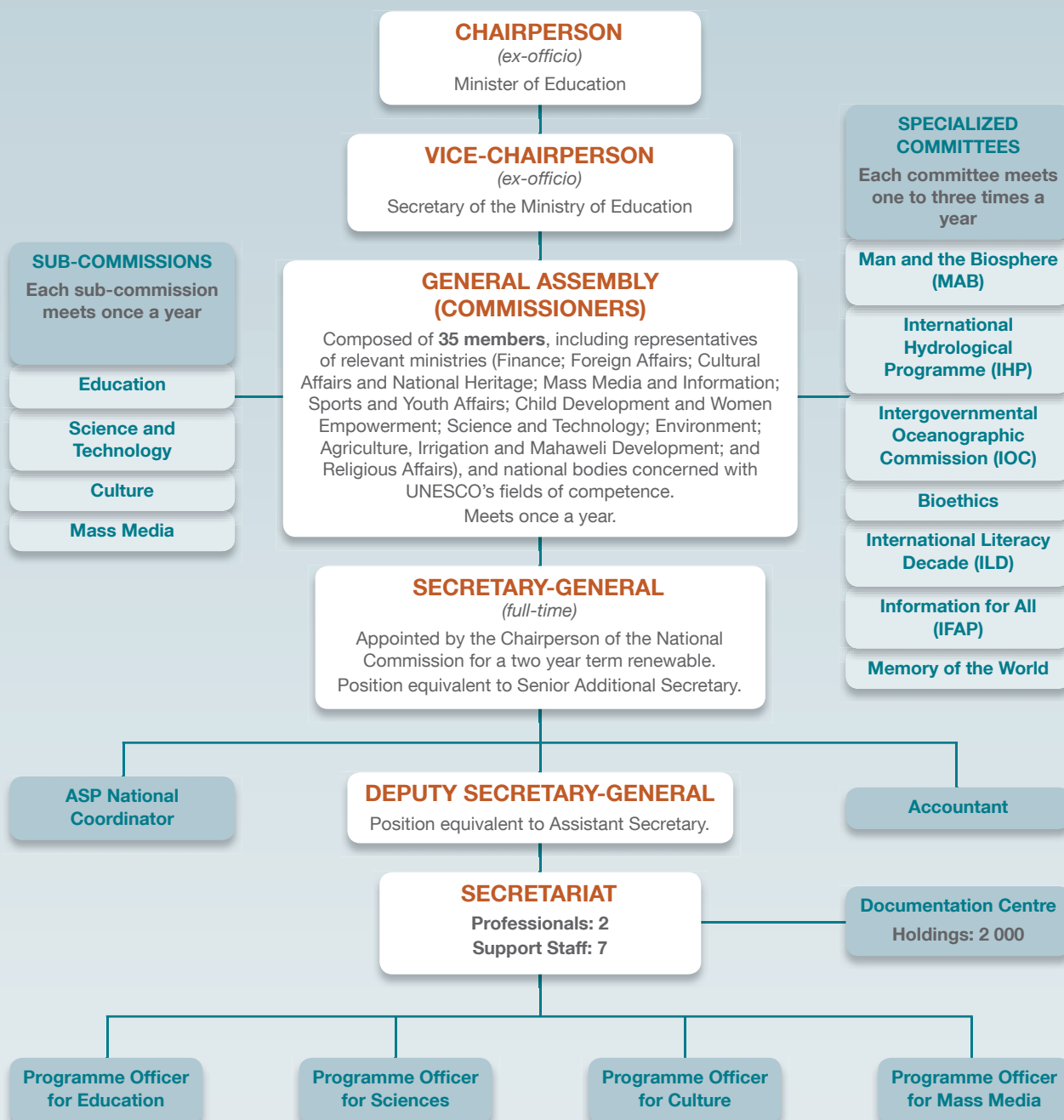


As of May 2009

> SRI LANKA NATIONAL COMMISSION FOR UNESCO

GENERAL

- Established:** On 30 September 1949.
- Status:** Governmental, attached to the Ministry of Education. Inter-ministerial cooperation is ensured through the participation of representatives of the relevant Ministries in the General Assembly. The National Commission maintains direct relations with the Permanent Delegation to UNESCO.
- Budget:** The budget of the National Commission, provided by the Government, covers operating costs, salaries, travels, the implementation of activities, contribution to UNESCO budget and office assistant in the Delegation to UNESCO. The Commission raises extra-budgetary funds from other United Nations bodies and private enterprises. The Commission has its own bank account enabling it to make financial transactions.
- Location:** The Secretariat of the National Commission is housed within the Ministry of Education.



Note: The National Commission has requested four programme officers who are specialized in each of UNESCO's fields of competence. They are not yet in place.

> TONGA NATIONAL COMMISSION FOR UNESCO

GENERAL

Established:	In 1984.
Status:	Governmental. The National Commission is an agency within the Ministry of Education. It has a Terms of Reference, but not its own legal instrument.
Budget:	The National Commission has not established its own independent budget. Staff salaries, running and operating costs of the Commission are covered by the annual budget of the Ministry of Education. The Commission does not raise extra-budgetary funds.
Location:	The Permanent Secretariat of the Commission is located within the Ministry of Education.

CHAIRPERSON

Minister of Education or a person to be appointed by the Minister with consent of the Cabinet

VICE-CHAIRPERSON

Appointed by the Chairperson with the consent of the Cabinet.
The term of the office is two years.

COMMISSION (COMMISSIONERS)

Composed of **at least 7 members** representing educational, scientific, cultural and information governmental and non-governmental institutions, departments and bodies for a two-year period with the consent of the Cabinet.
Meets at least twice a year or when necessary.

SECRETARY-GENERAL

(full-time)

Senior Officer appointed by the Minister of Education.

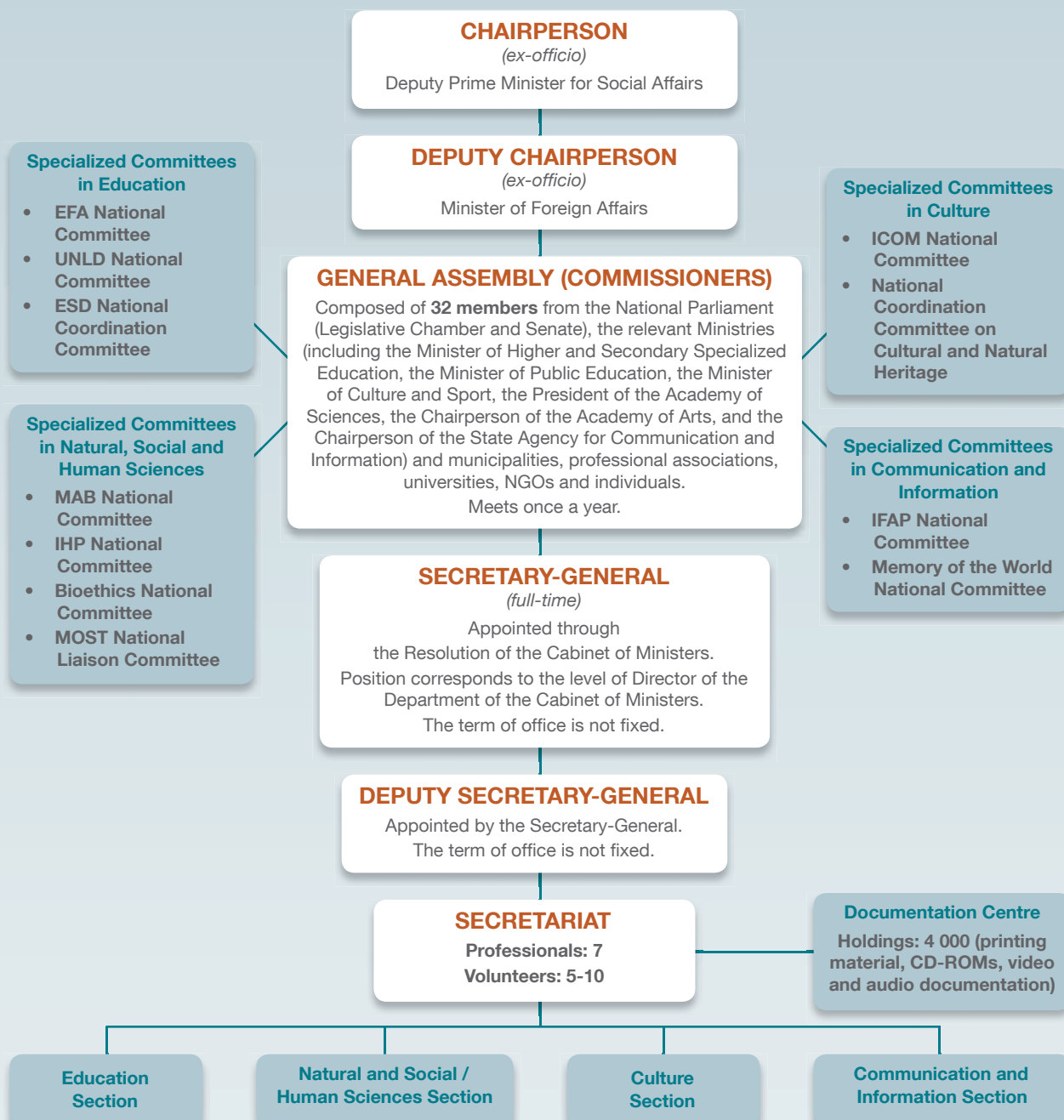
PERMANENT SECRETARIAT

Professionals: 1
Support Staff: 2

> NATIONAL COMMISSION OF THE REPUBLIC OF UZBEKISTAN FOR UNESCO

GENERAL

- Established:** On 29 December 1994, by the Resolution of the Cabinet of Ministers.
- Status:** Governmental, attached directly to the Cabinet of Ministers (Prime Minister's Office). This arrangement allows the Commission to promote effectively inter-ministerial co-operation while enjoying equal support from the relevant Ministries and Government Departments as well as to co-ordinate its activities with various local and international NGOs. The Commission maintains relations with the Permanent Delegations through the Ministry of Foreign Affairs.
- Budget:** The budget of the Commission, provided by the State, covers staff salaries and running costs (e.g. rentals, communications, equipment, etc.). In addition, the Commission frequently raises funds – cash and in kind – from other UN agencies and national NGOs for activities within the fields of UNESCO's competence. The National Commission has its own bank account enabling it to make transactions in national and foreign currencies.
- Location:** The Secretariat of the National Commission rents its premises within the building of the Tashkent University of World Economy and Diplomacy.

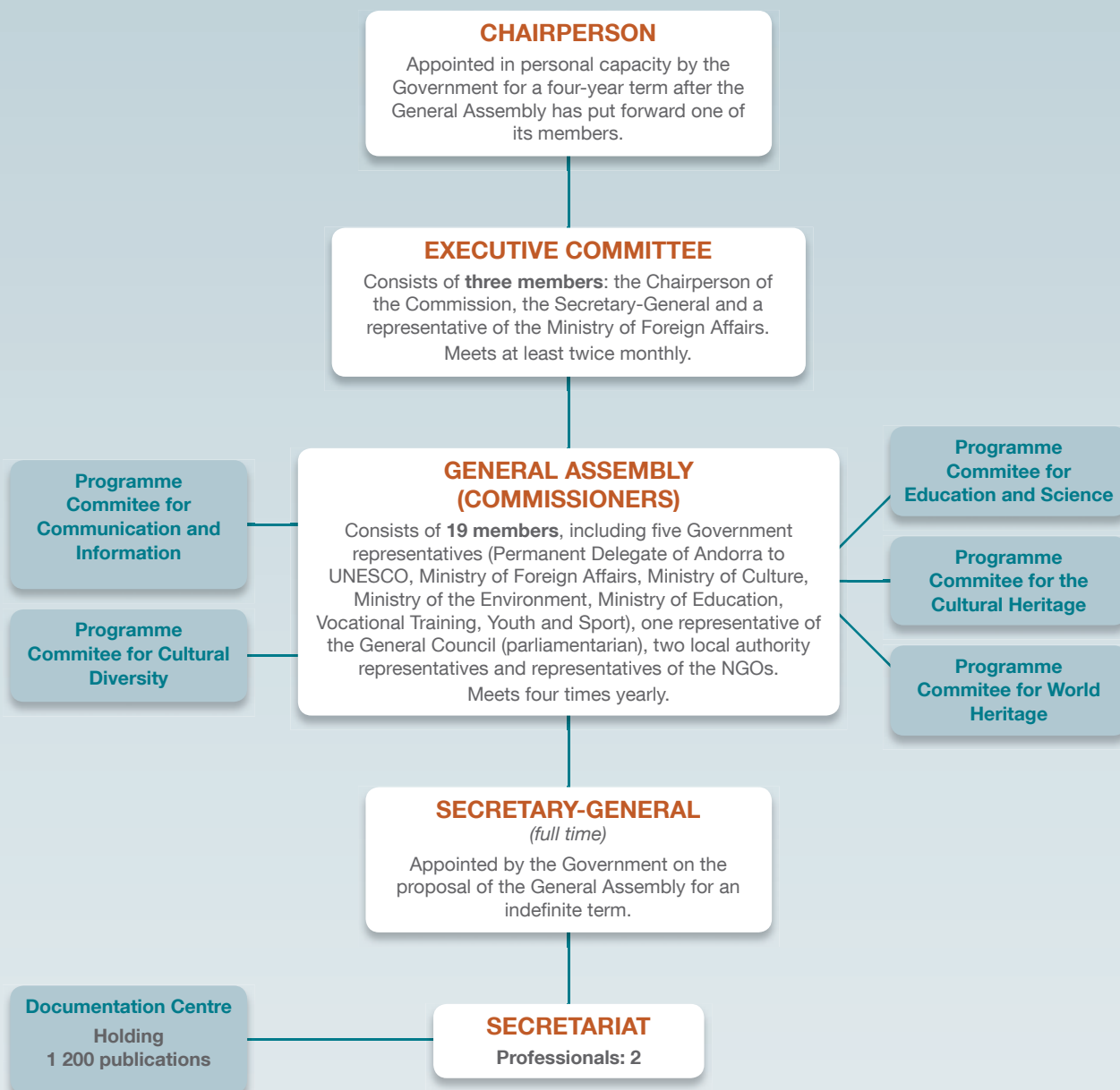


Europe and North America

> ANDORRAN NATIONAL COMMISSION FOR UNESCO

GENERAL

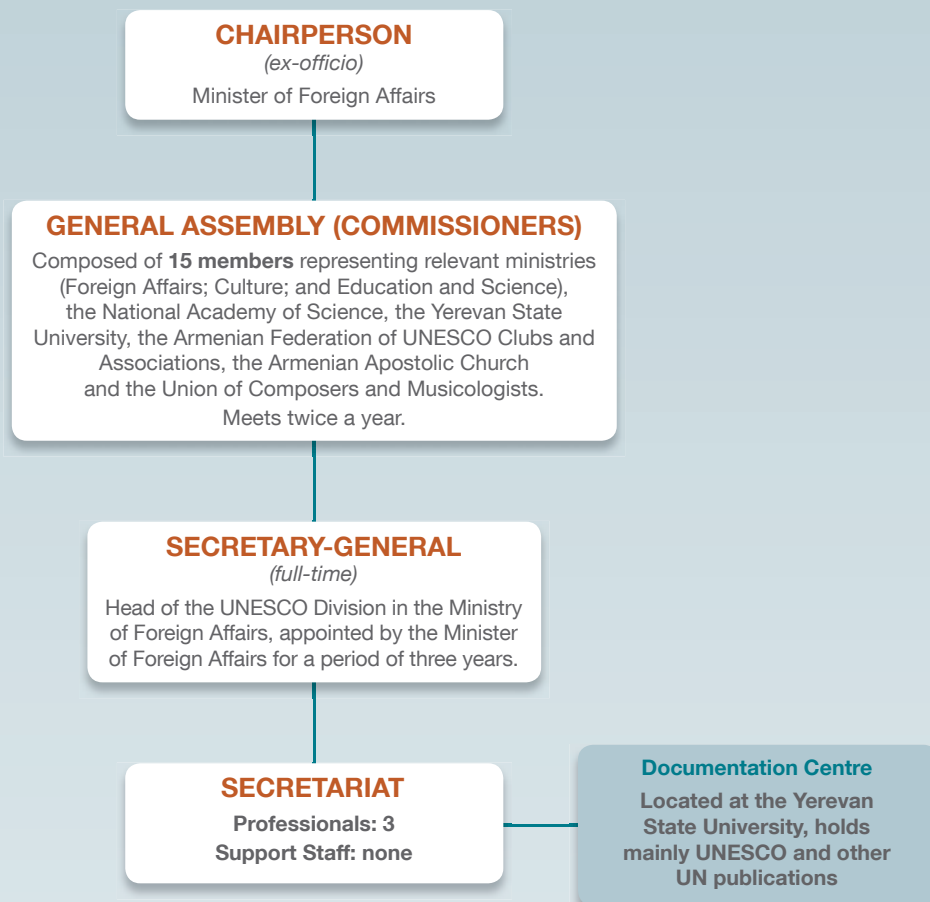
- Established:** 23 February 1996.
- Status:** Semi-autonomous, attached to the Ministry of Foreign Affairs. Inter-ministerial cooperation is secured through the participation of representatives of various Ministries in the General Assembly. The Commission maintains close relations with the Permanent Delegation in Paris.
- Budget:** The National Commission's budget is allocated by the Government and covers staff salaries, travel and current expenditure. Extrabudgetary funds are raised for specific activities and come either from private enterprises or from public bodies (ministries and/or local authorities).
- Location :** The Commission owns its premises.



> ARMENIAN NATIONAL COMMISSION FOR UNESCO

GENERAL

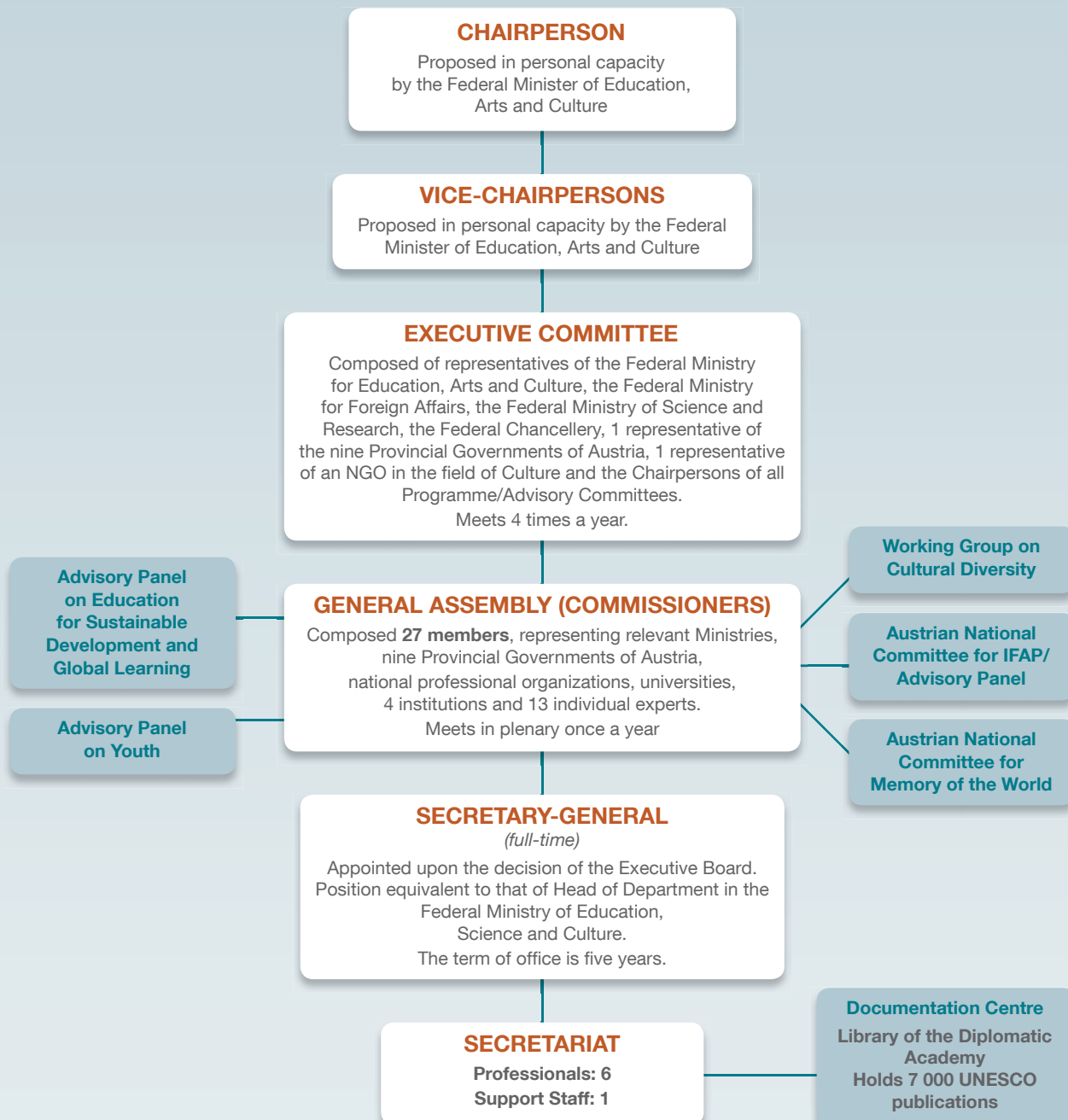
- Established:** On 10 October 1991.
- Status:** Governmental, attached to the Ministry of Foreign Affairs. Inter-ministerial co-operation is ensured through the participation of the relevant Ministries in the General Assembly. The National Commission maintains close relations with line ministries and has direct interface with the Permanent Delegation to UNESCO.
- Budget:** The budget of the National Commission is provided by the Government to cover staff salaries and some travels. The Commission does not raise extra-budgetary funds. It has its own bank account, which is an extra-budgetary account within the Treasury.
- Location:** The Secretariat of the Commission is located within the Ministry of Foreign Affairs.



> AUSTRIAN COMMISSION FOR UNESCO

GENERAL

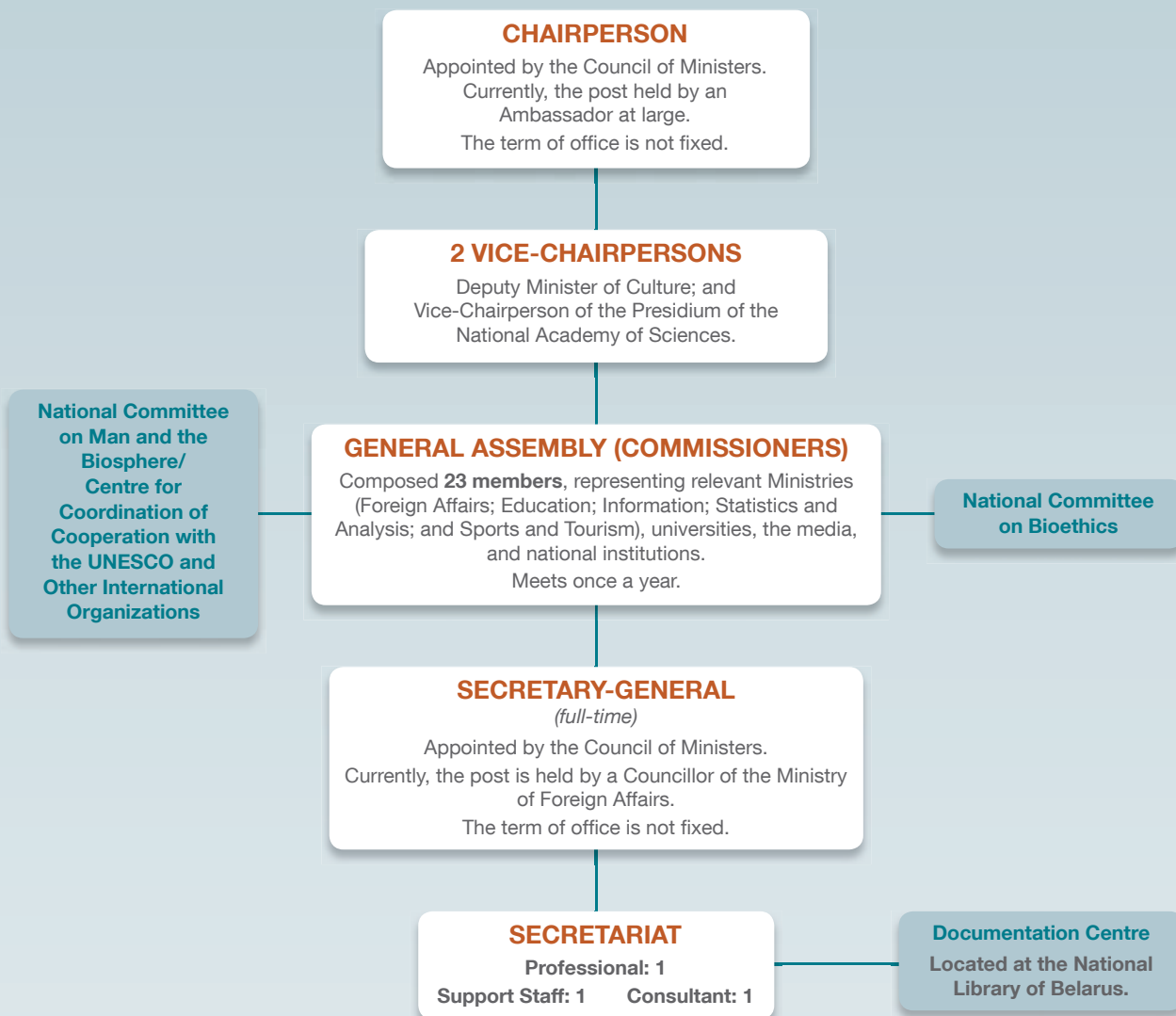
- Established:** On 30 June 1949.
- Status:** Autonomous. From its inception till 2001, the Commission functioned as a semi-autonomous governmental body affiliated with the Federal Ministry for Education, Arts and Culture. In 2002, it changed its status and became an independent registered society. The Commission is not attached to a specific ministry, and has legal independent status. Inter-ministerial co-operation is ensured through the participation of representatives of the respective ministries in the Executive Committee. The Commission has direct interface with the Permanent Delegation to UNESCO.
- Budget:** The budget of the National Commission is provided by the Government (mainly, by the Federal Ministry of Education, Arts and Culture). It covers staff salaries, running and operating costs (communication, equipment, missions, activities, etc). In addition, the Commission receives financial support from different ministries for the implementation of specific operational projects.
- Location:** The Secretariat of the National Commission is housed in a private-owned building located in the city-centre of Vienna.



> NATIONAL COMMISSION OF THE REPUBLIC OF BELARUS FOR UNESCO

GENERAL

- Established:** In 1956.
- Status:** Governmental, attached to the Ministry of Foreign Affairs. Inter-ministerial co-operation is ensured through the participation of representatives of the relevant ministries in the General Assembly. The Commission has formal and regular relations with line Ministries and has direct interface with the Permanent Delegation to UNESCO.
- Budget:** The budget of the National Commission is part of the Ministry of Foreign Affairs budget, which covers staff salaries, operating costs and implementation of activities. The Commission does not raise extra-budgetary funds. It has its a bank account for project financing.
- Location:** The Secretariat of the Commission is located within the Ministry of Foreign Affairs.



> NATIONAL COMMISSION OF THE REPUBLIC OF BULGARIA FOR UNESCO

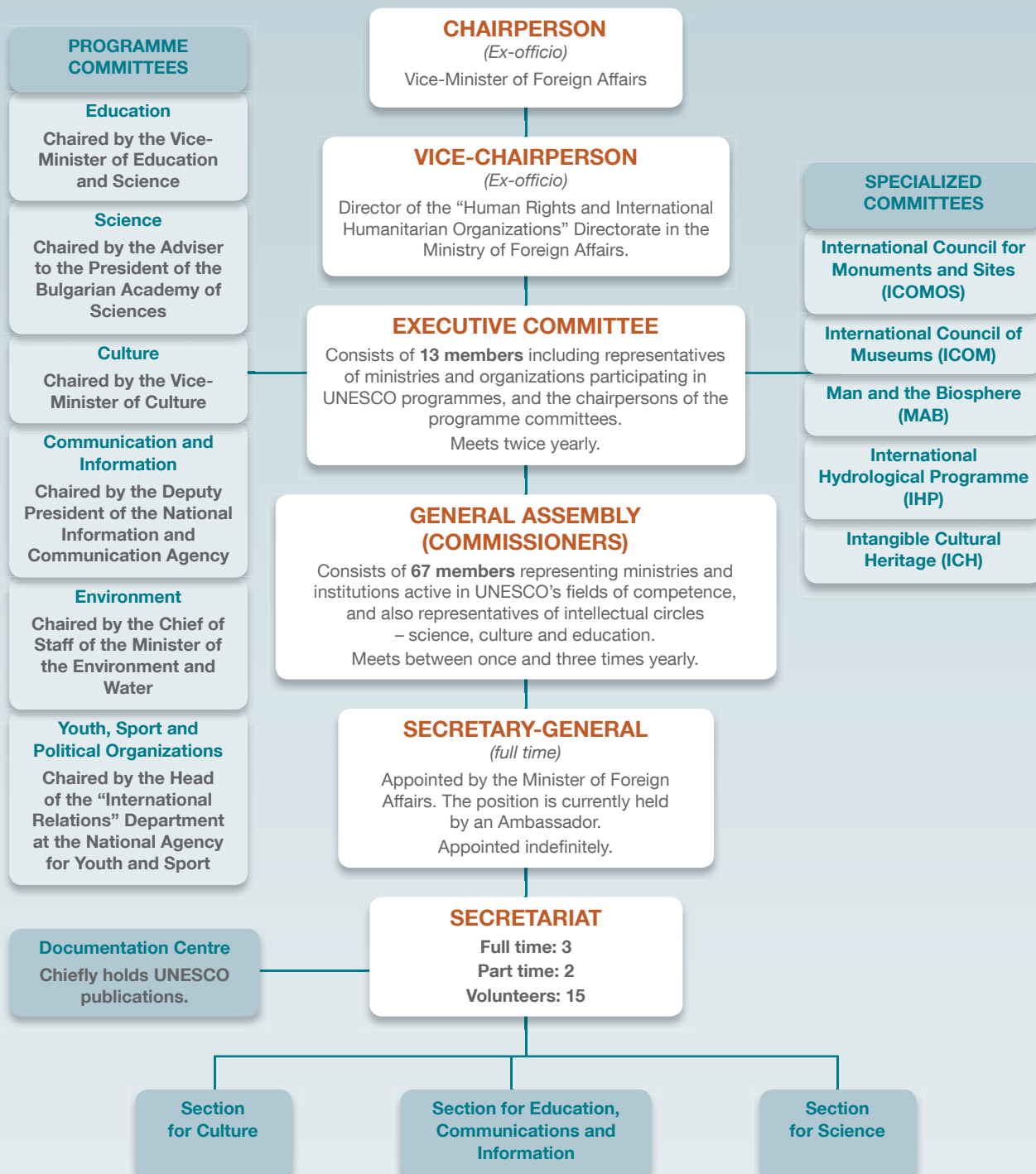
GENERAL

Established: 17 May 1956.

Status: Governmental, attached to the Ministry of Foreign Affairs. The Commission is a division in the “Human Rights and International Humanitarian Organizations” Directorate in the Ministry of Foreign Affairs. Inter-ministerial cooperation is secured through the participation of representatives of various Ministries in the Executive Committee and the General Assembly. The Commission maintains close relations with the Permanent Delegation to UNESCO.

Budget: The National Commission’s budget is allocated by the Ministry of Foreign Affairs to cover staff salaries, operational expenditure, travel and the cost of activities.

Location: The Secretariat of the Commission is housed in the premises of the Ministry of Foreign Affairs.



> CANADIAN COMMISSION FOR UNESCO

GENERAL

Established: In June 1957.

Status: Autonomous, operates under the aegis of the Canada Council of the Arts. The Commission benefits from the Council's arms-length relationship with the government and represents a forum in which government representatives and civil society organizations can interact on issues of common concern. This includes both UNESCO-specific consultations and broader based consultations. The Commission is known and respected within the national administration. It has direct relations with the Permanent Delegation to UNESCO.

Budget: The budget is provided through funds allocated to the Canada Council of the Arts as part of its annual parliamentary appropriation. The Canadian Commission administers its own budget which covers staff salaries, travel, administrative and operating costs, implementation of activities, etc. It raises funds for specific projects and has special accounts that enable it to keep this money separate from its general operating funds. The Commission does not have its own bank account.

Location: The Commission is housed within the offices of the Canada Council in Ottawa. This location allows it to benefit from common administrative services, meeting rooms, interpretation facilities, etc.

SECRETARY-GENERAL

(full-time)

Position classified as Executive Level 2. Selected through a competitive process from among applicants following a nationwide announcement.

PRESIDENT

Appointed by the Executive Committee in consultation with the Canada Council for the Arts for a two-year term, renewable once.

VICE-PRESIDENT

Appointed by the Executive Committee in consultation with the Canada Council for the Arts for a two-year term, renewable once.

EXECUTIVE COMMITTEE

Composed of **17 members** representing the Bureau (the President, the Vice-President and the Secretary-General), the Chairs of the three Sectoral Commissions (Education/Natural, Social and Human Sciences/Culture, Communication and Information); the past President of the Commission; representatives of Foreign Affairs and International Trade Canada, Canadian Heritage, Canada Council for the Arts, Council of Ministers of Education (Canada) and Ministère des Relations internationales (Québec); 2 members named by the Canada Council for the Arts; and 3 members elected by the Annual General Meeting for a two-year term, renewable once.

Meets at least twice a year.

ANNUAL GENERAL MEETING (MEMBERS)

Composed of approximately **400 members** throughout Canada, including government and non-governmental organizations, and individual experts in UNESCO's field of education, sciences, culture and communication and information.

Meets once a year.

SECTORAL COMMISSIONS

Each one composed of 35-40 members, meets twice a year.

Education

Natural, Social and Human Sciences

Culture, Communication and Information

MEMBERSHIP COMMITTEE

Composed of **3 persons** appointed by the Executive Committee and three persons elected at the AGM who hold office for a two-year term, renewable once.

1 Special Advisor

1 Public Affairs Officer

6 Programme Officers

- Education
- Natural Sciences
- Social and Human Sciences
- Culture
- Communication and Information
- Youth

SECRETARIAT

Professionals: 9
Support Staff: 5

Documentation Centre
Holding mainly UNESCO publications

1 Administrative Coordinator and Assistant to the Secretary-General

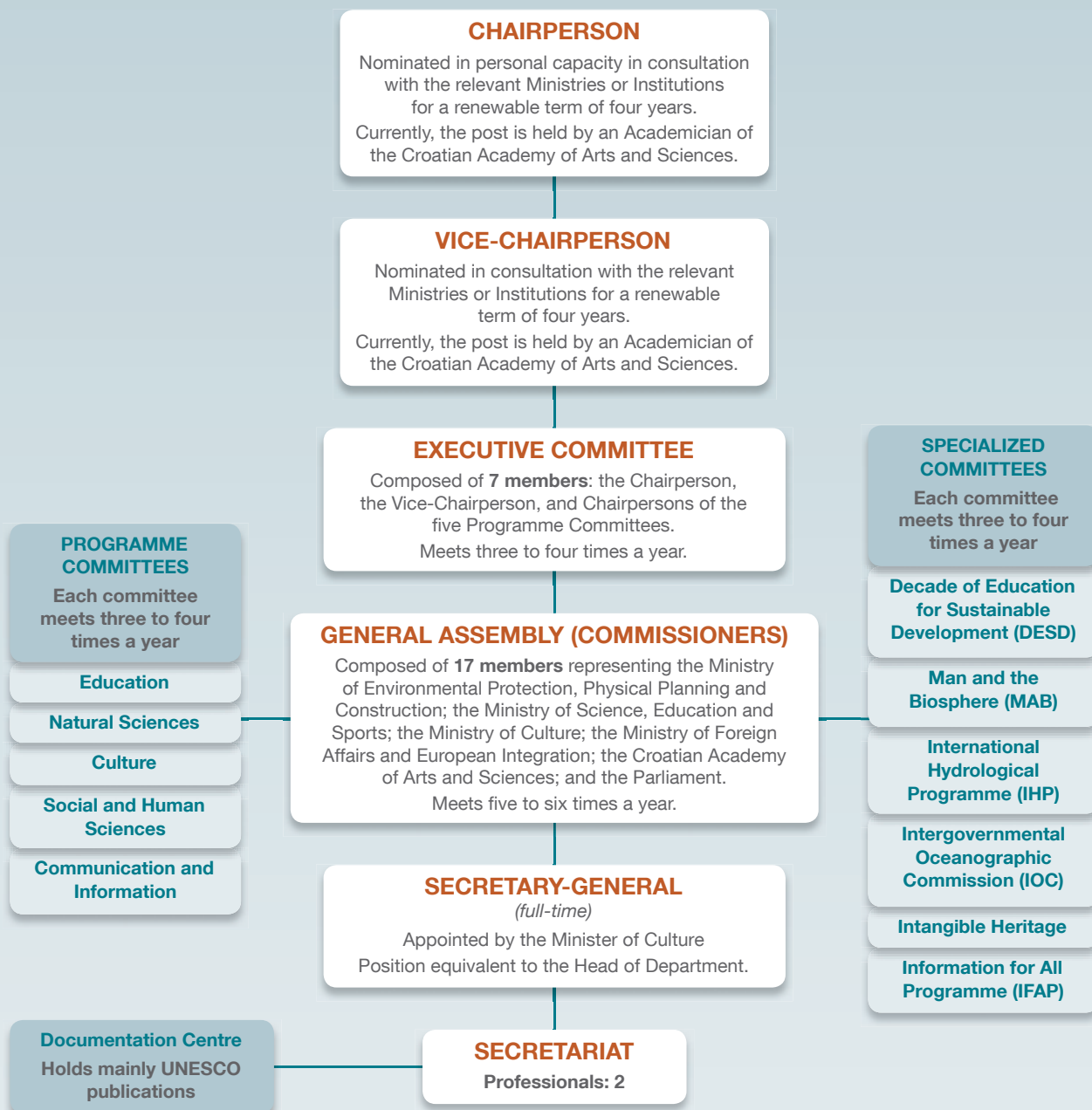
1 Finance and Administration Assistant

3 Administrative Assistants
Education; Natural and Human Sciences; Culture, Communication and Information

> CROATIAN COMMISSION FOR UNESCO

GENERAL

Established:	In 1992.
Status:	Semi-autonomous, under the direct supervision of the Ministry of Culture. Inter-ministerial co-operation is ensured through the attendance of the General Assembly's meetings by representatives of the relevant Ministries and governmental institutions. The Commission has direct relations with the Permanent Delegation in Paris.
Budget:	The budget of the National Commission is provided mainly by the Ministry of Culture and covers staff salaries, operating costs and implementation of activities. In addition, the Commission occasionally raises funds from the private sector. The Commission has its own bank account enabling it to make financial transactions.
Location:	The Secretariat of the Commission is located within the Ministry of Culture.



> FINNISH NATIONAL COMMISSION FOR UNESCO

GENERAL

- Established:** On 8 December 1957.
- Status:** Semi-autonomous, as a subordinate advisory, expert and cooperating body to the Ministry of Education and Culture. The National Commission functions independently and its members consist of high level experts with their respective supporting networks or institutions behind them. In order to cover all fields of competence of UNESCO and to get access to input from the best knowledge and to human resources, most of members are from outset expected to be involved in the work of not only other intergovernmental, but also non-governmental organizations (NGOs). NGOs have also possibility to propose candidates for nomination to the National Commission. The Commission has direct relations with the Permanent Delegation to UNESCO.
- Budget:** The core budget of the National Commission, provided by the Ministry of Education and Culture, covers running and operating costs.
- Location:** The Secretariat of the Commission is housed in the International Relations Division of the Ministry of Education and Culture.

CHAIRPERSON

Appointed in personal capacity for a four-year term by the Government upon the proposal of the Ministry of Education and Culture.
Currently, the post is held by a Professor of Astronomy, University of Helsinki.

DEPUTY CHAIRPERSON

Elected from amongst the members of the General Assembly.

GENERAL ASSEMBLY (COMMISSIONERS)

Composed of **12 members**, representing the Ombudsman for Children in Finland, the Parliament, governmental and academic institutions, universities, cultural centres, and a professional association (Union of Journalists). The representatives of the Ministry of Education and Culture and the Ministry of Foreign Affairs have the right to be present and speak at the meetings of the Commission. Members are appointed for a four-year term on the basis of broad consultations.
Meets five to seven times a year.

AD HOC WORKING GROUPS

The Commission favours a light structure and appoints working groups on ad hoc basis.

SECRETARY-GENERAL

(part-time)
(ex officio)

Counsellor and Deputy Director for International Relations of the Ministry of Education and Culture.
The term of office is not fixed.

SECRETARIAT

Professionals: 2
Support Staff: 1

Note: The International Relations Division of the Ministry of Education and Culture is in charge of the Secretariat functions of the Commission. On ad hoc basis, the Commission can employ independent resource persons.

> FRENCH NATIONAL COMMISSION FOR UNESCO

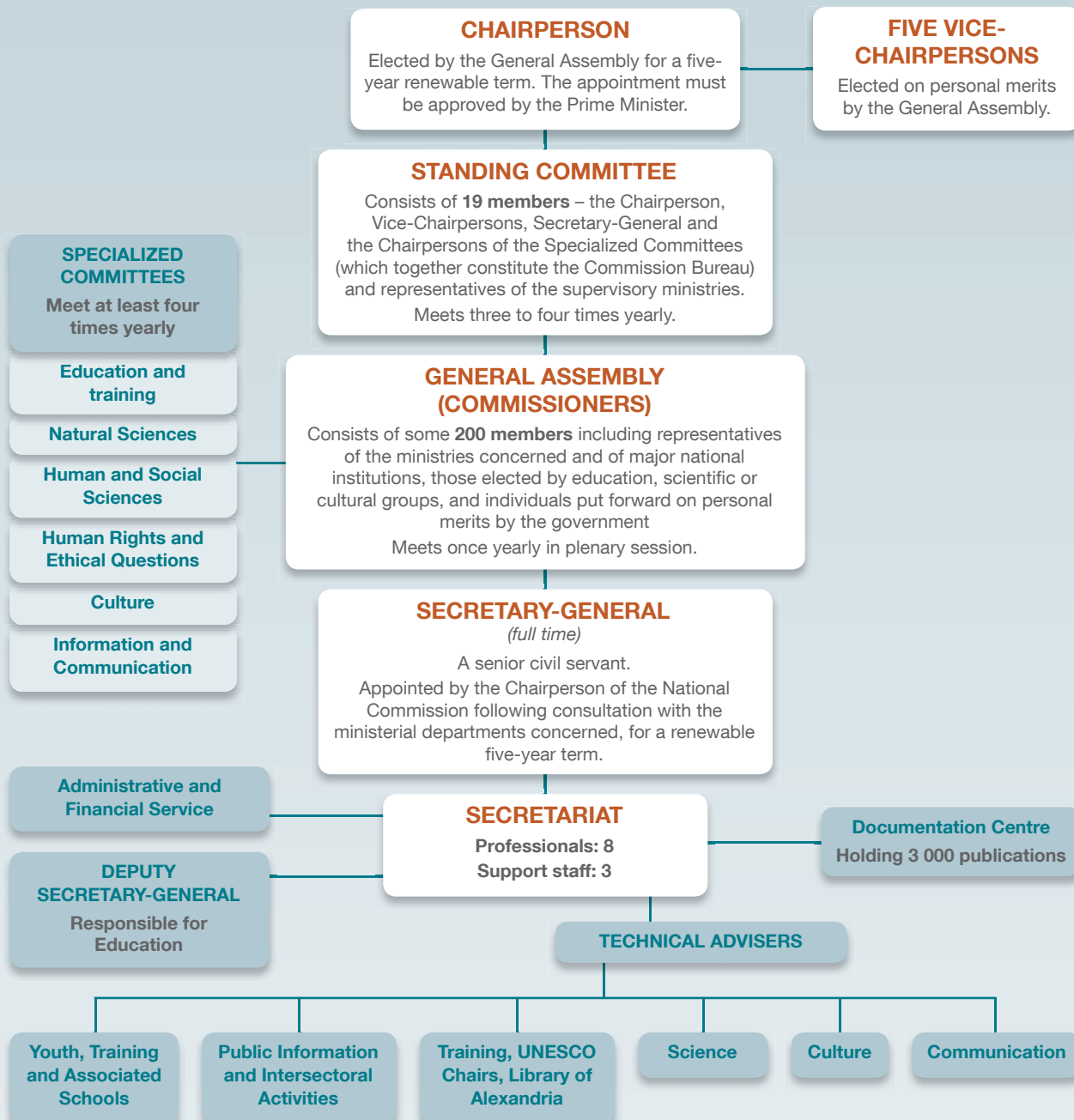
GENERAL

Established: 2 August 1947.

Status: Semi-autonomous. The French National Commission is a public and inter-ministerial body, established by decree and placed under the supervision of three ministries (Foreign Affairs, Culture and Communication, National Education). The Commission enjoys extensive intellectual and operational autonomy. It has developed sustained links with civil society and NGOs, whilst promoting cooperation among the various ministries with an interest in UNESCO's work. The Commission maintains close relations with the Permanent Delegation in Paris.

Budget: The National Commission has its own budget, allocated by its supervisory ministries, which serves to cover its administrative operation. Its remaining working funds come from contracts for specific tasks entrusted to it either by UNESCO, by the ministries concerned, or by national bodies and the private sector, as well as support from other partners with an interest in its projects. It has its own bank account to carry out financial transactions.

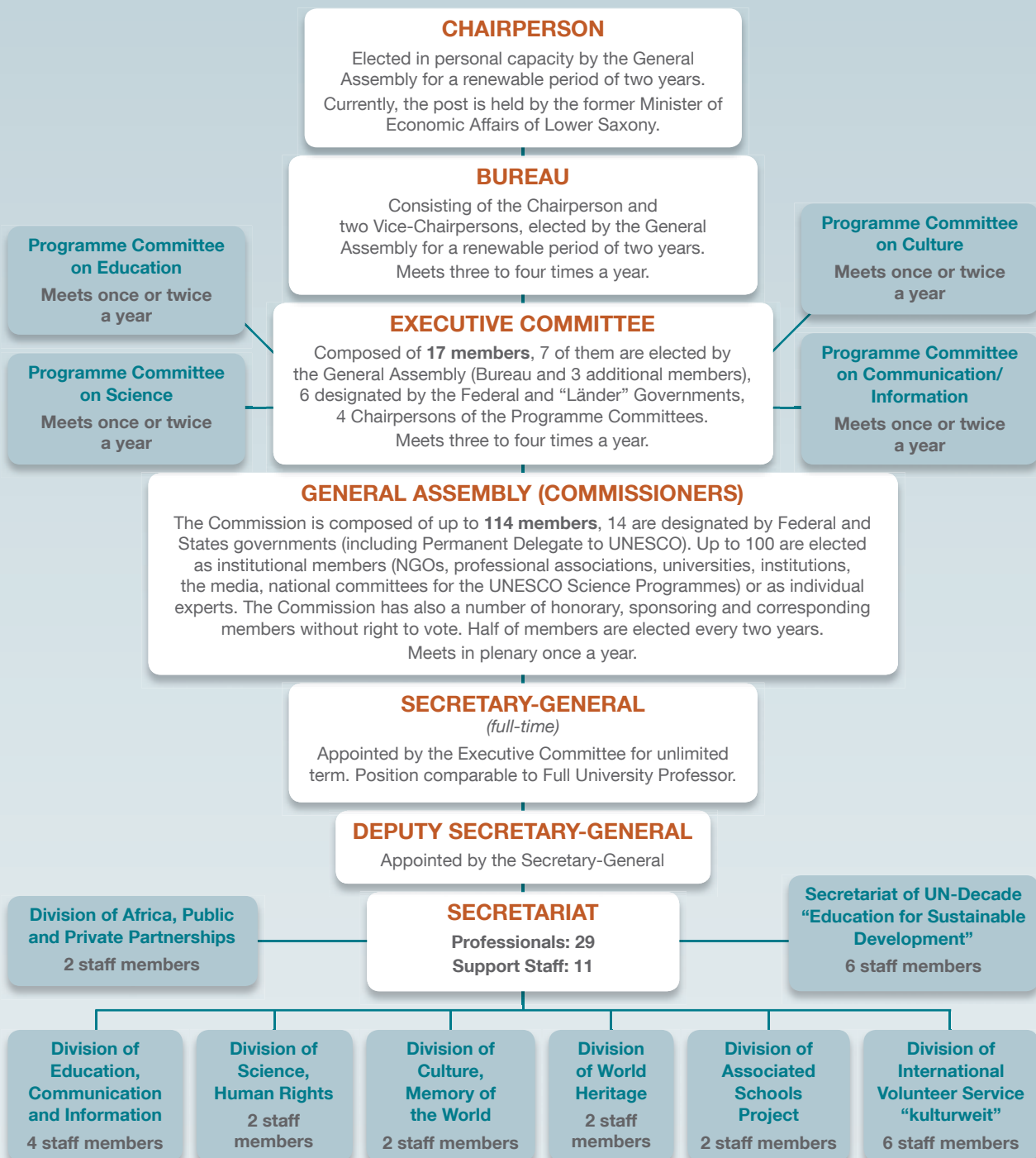
Location: The Commission's premises are provided by the Ministry of Foreign Affairs.



> GERMAN COMMISSION FOR UNESCO

GENERAL

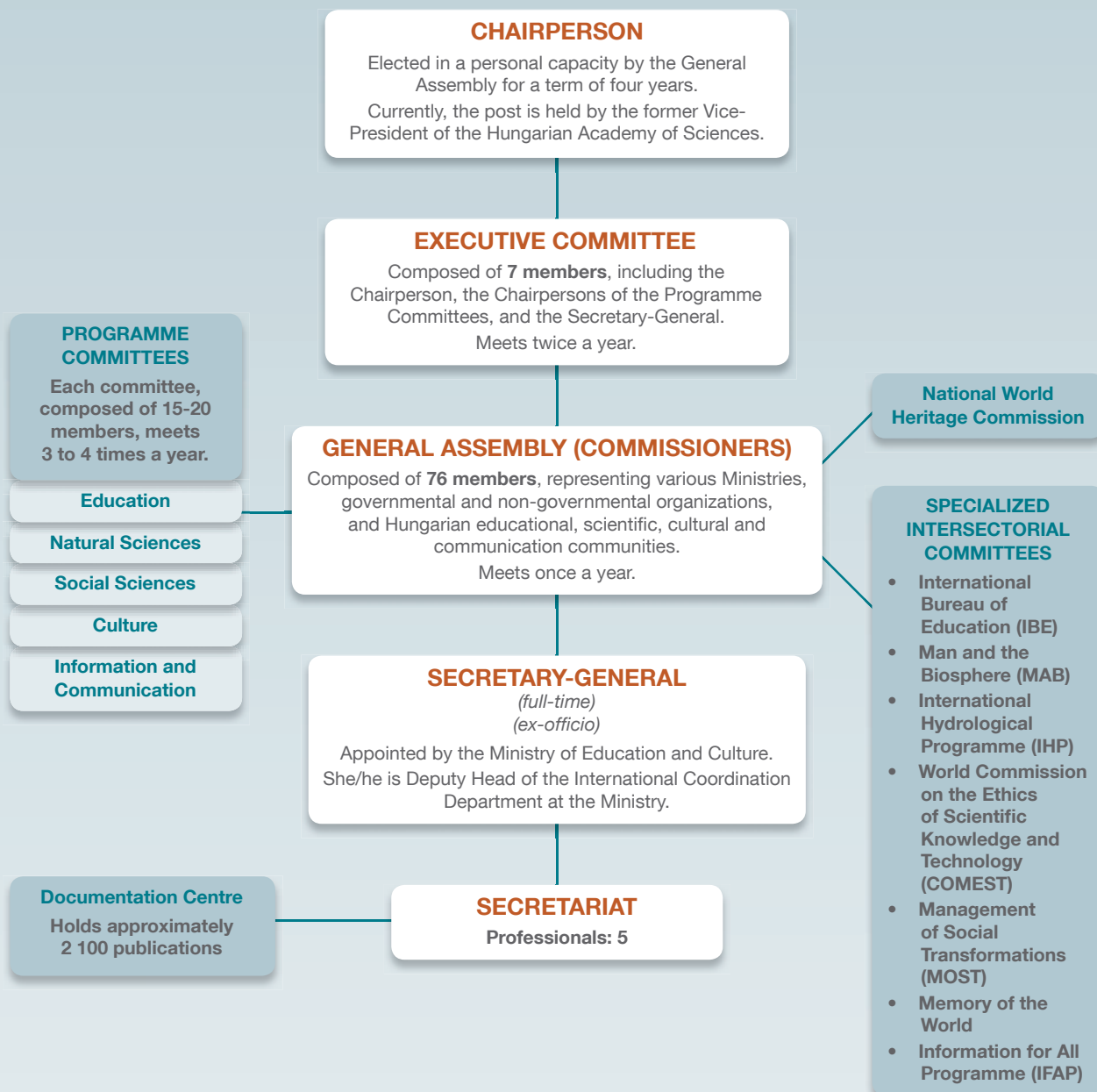
- Established:** In May 1950, preceding Germany's official accession to UNESCO in June 1951.
- Status:** Autonomous. The Commission is a registered association. Although the Commission functions autonomously, it coordinates its policy and activities with the Federal Foreign Office which is the competent authority in Germany to deal with UNESCO matters. The Commission coordinates with the relevant Federal Ministries and with the Secretariat of the Standing conference of Ministers of Education, Science and Culture of the 16 German States (Länder) and with experts from civil society issues related to Germany's membership with UNESCO. The Commission has a consultative and advisory status within the national administration.
- Budget:** The budget of the Commission, financed by the Federal Foreign Office, private funds and miscellaneous income, covers staff salaries, running and operating costs. The Commission has its own bank account enabling it to make transactions in national and foreign currencies.
- Location:** The Commission rents its premises which are located outside the Federal Foreign Office.



> HUNGARIAN NATIONAL COMMISSION FOR UNESCO

GENERAL

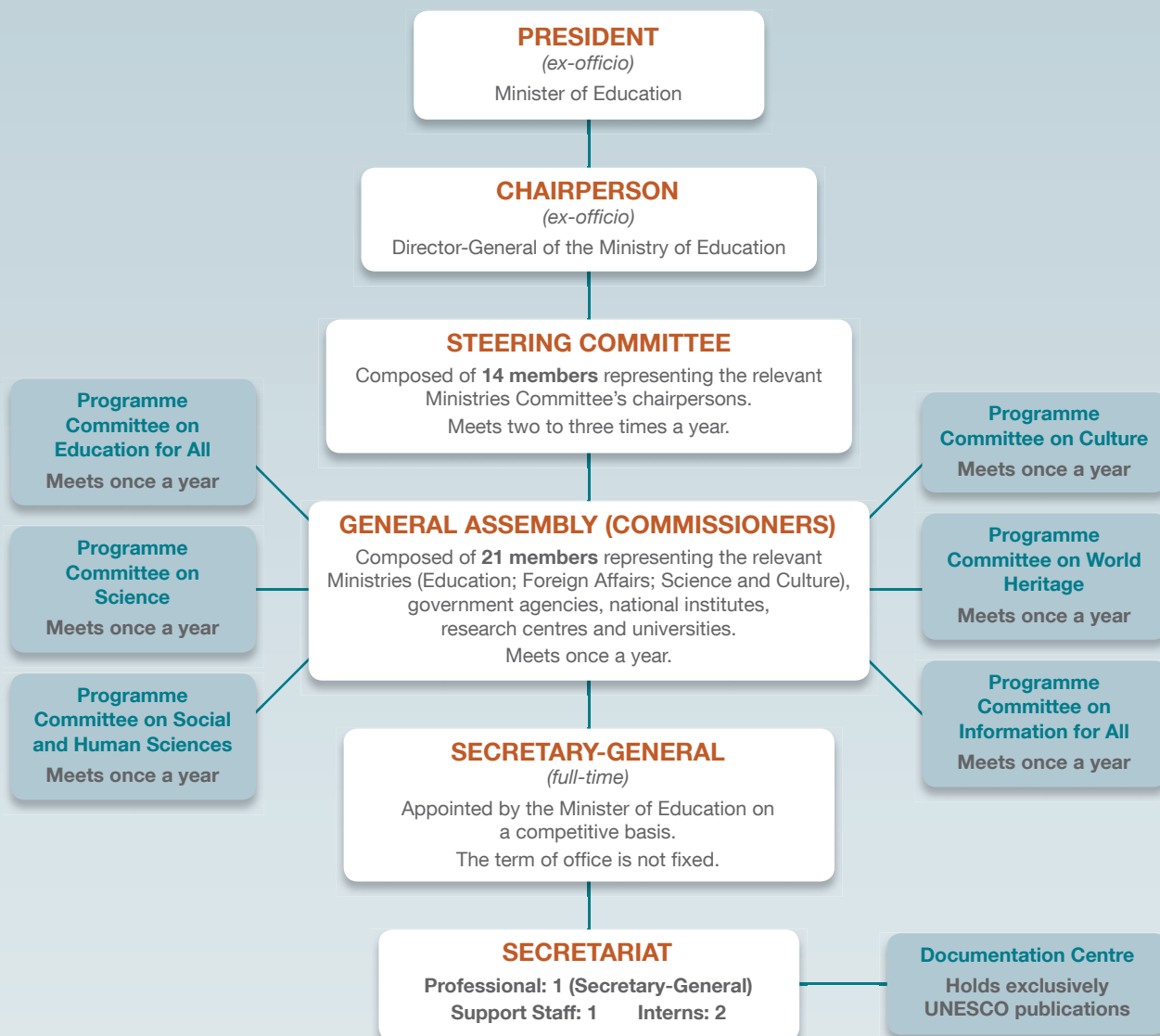
- Established:** In 1948.
- Status:** Governmental, attached to the Ministry of Education and Culture. The Secretariat has to follow the rules of public administration procedures. Inter-ministerial co-operation is ensured through the participation of the relevant Ministries in the General Assembly. The Commission maintains regular relations with line Ministries. Its contacts with the Permanent Delegation pass through the Ministry of Education and Culture.
- Budget:** The budget of the National Commission is provided through the Ministry of Education and Culture. It covers the salaries of the staff and running and operating costs (e.g. communication, missions, activities, etc) and minimal support to related programmes. The Commission does not raise extra-budgetary funds.
- Location:** The Secretariat of the Commission is located within the Ministry of Education and Culture.



> ISRAEL NATIONAL COMMISSION FOR UNESCO

GENERAL

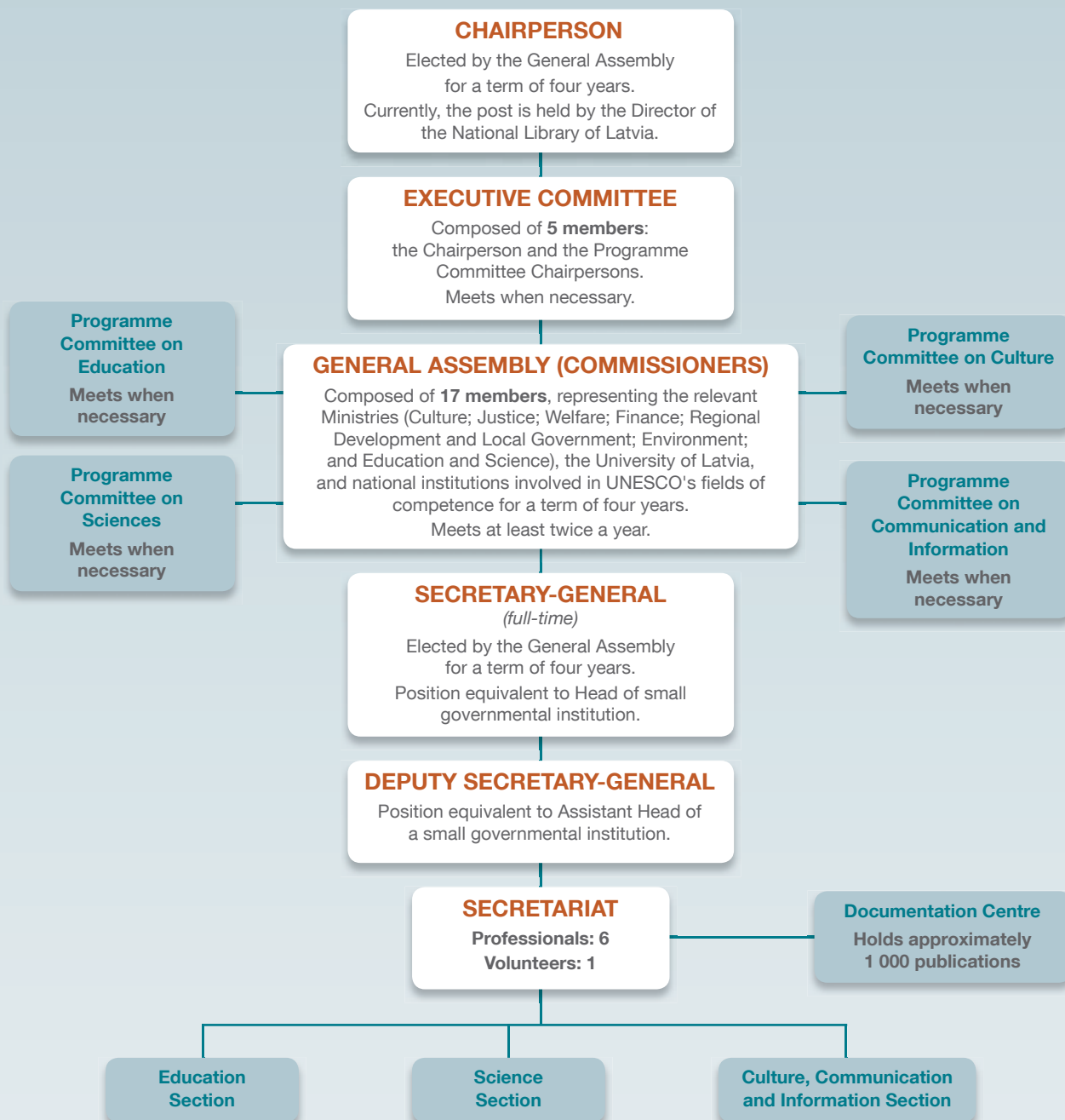
- Established:** On 16 September 1949.
- Status:** Governmental, attached to the Ministry of Education. Inter-ministerial cooperation is ensured through the participation of relevant Ministries in the General Assembly and Programme Committees. The Commission has direct relations with the Permanent Delegation to UNESCO.
- Budget:** The budget of the National Commission is provided by the Government and covers travels, operating costs and implementation of activities. The Commission also raises extra-budgetary funds from Ministries and NGOs.
- Location:** The Commission is located in the premises of the Ministry of Education.



> LATVIAN NATIONAL COMMISSION FOR UNESCO

GENERAL

- Established:** In February 1992.
- Status:** Governmental, attached to the Ministry of Culture. Inter-ministerial co-operation is ensured through the participation of the relevant Ministries in the General Assembly. The Commission maintains regular relations with line Ministries. It has direct interface with the Permanent Delegation to UNESCO.
- Budget:** The budget of the National Commission is provided by the Government and covers operating costs, staff salaries, travels and implementation of activities and programmes. The Commission raises extra-budgetary funds from other UN bodies, government departments and foundations. The Commission has two bank accounts – one for national currency and one for other currencies.
- Location:** The Secretariat of the Commission rents its premises in a bureau building in the Old Town of Riga.

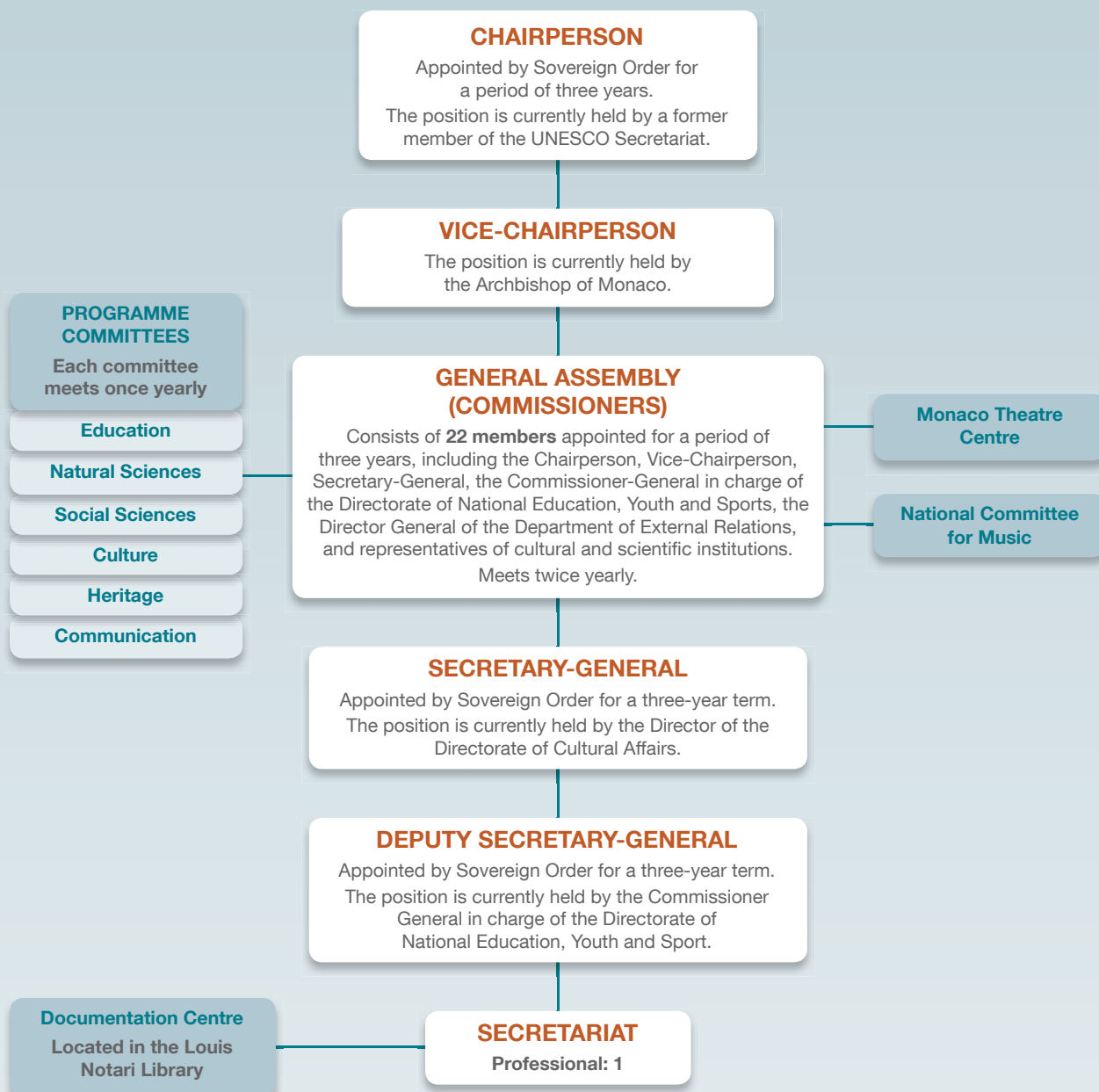


Note: The statutes of the Commission are to be reviewed shortly, which may entail modifications relating to the presidency and membership of the Commission.

> MONEGASQUE NATIONAL COMMISSION FOR UNESCO

GENERAL

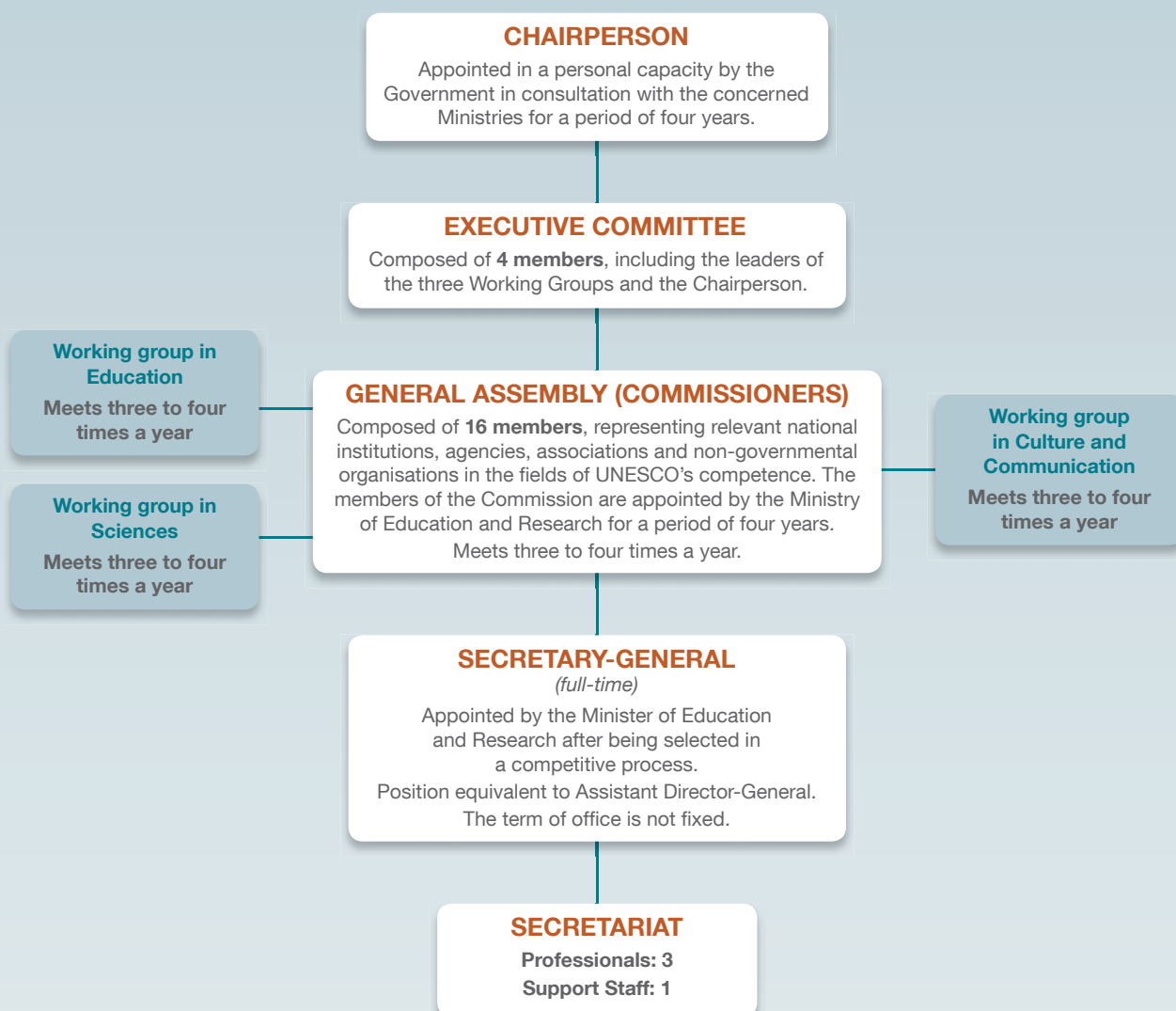
- Established:** 16 October 1950 by Sovereign Order.
- Status:** Governmental, attached to the Department of the Interior and the Department of External Relations. The Commission maintains relations with the Permanent Delegation in Paris through the departments to which it is subordinate.
- Budget:** The National Commission's modest budget is allocated by the Government and covers its operational expenditure. The Commission does not raise extrabudgetary funds.
- Location:** The Commission Secretariat is located in the premises of the Directorate of Cultural Affairs.



> NORWEGIAN NATIONAL COMMISSION FOR UNESCO

GENERAL

- Established:** In November 1946.
- Status:** Semi-autonomous, under the supervision of the Ministry of Education and Research. The Secretariat of the Commission is an integrated part of the Ministry. Inter-ministerial co-operation is ensured through the participation of the relevant Ministries and governmental institutions in the General Assembly. The Statutes of the Commission, adopted in 1946, were revised in 1996 and 2008. The Commission maintains interface with the Permanent Delegation to UNESCO through the Ministry of Education and Research.
- Budget:** The budget of the National Commission, provided by the Ministry of Education and Research, covers staff salaries, running and operating costs, travels and implementation of activities. The Commission does not raise extra-budgetary funds. The Commission does not have its own bank account.
- Location:** The Commission is located within the Ministry of Education and Research.



> POLISH NATIONAL COMMISSION FOR UNESCO

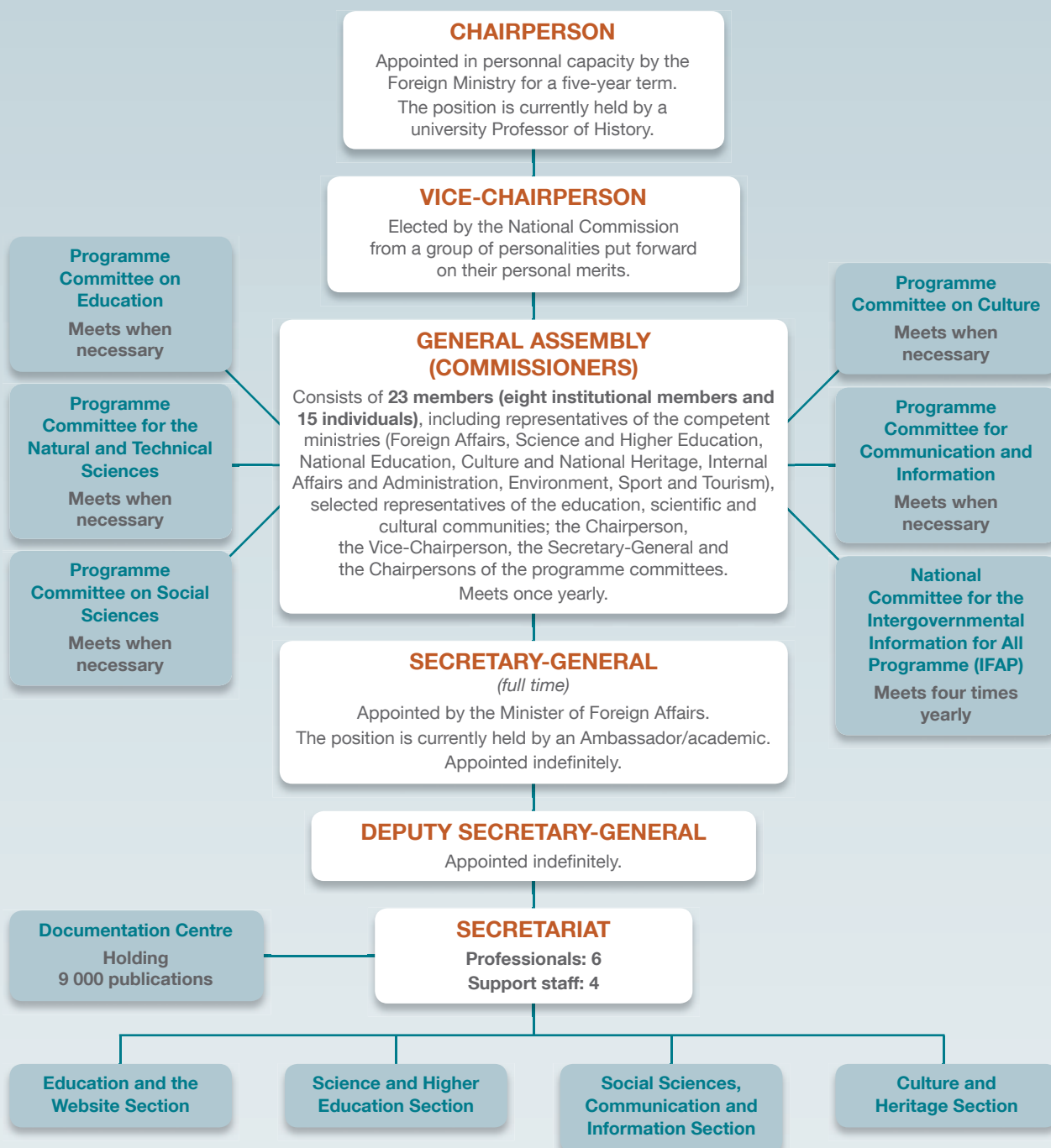
GENERAL

Established: April 1956.

Status: Semi-autonomous, attached to the Ministry of Foreign Affairs. The Commission has the status of an advisory body to the Council of Ministers. Inter-ministerial cooperation is secured through the participation of representatives of various Ministries in the General Assembly. The Commission maintains close official relations with the competent ministries. It holds exchanges directly with the Permanent Delegation in Paris and also through the Ministry of Foreign Affairs.

Budget: The National Commission's budget is allocated from the State budget via the Ministry of Foreign Affairs, and covers staff salaries, accommodation rental costs, travel, current expenditure, the cost of activities and, where needed, the activities of Associated Schools and UNESCO Chairs. The Commission does not raise extrabudgetary funds. The commission has a bank account enabling it to make financial transactions.

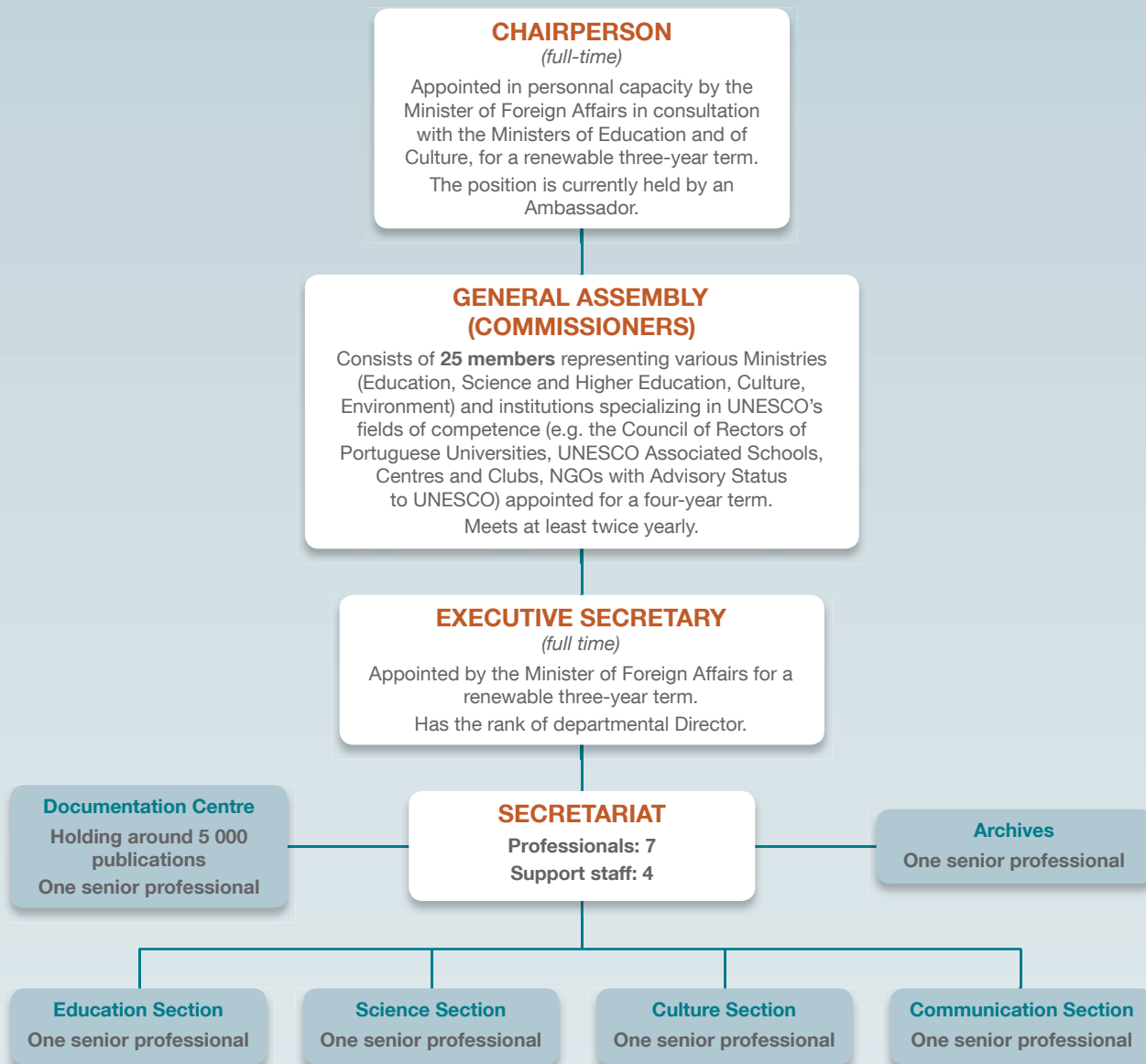
Location : The Commission Secretariat is housed in independent headquarters in Warsaw.



> PORTUGUESE COMMISSION FOR UNESCO

GENERAL

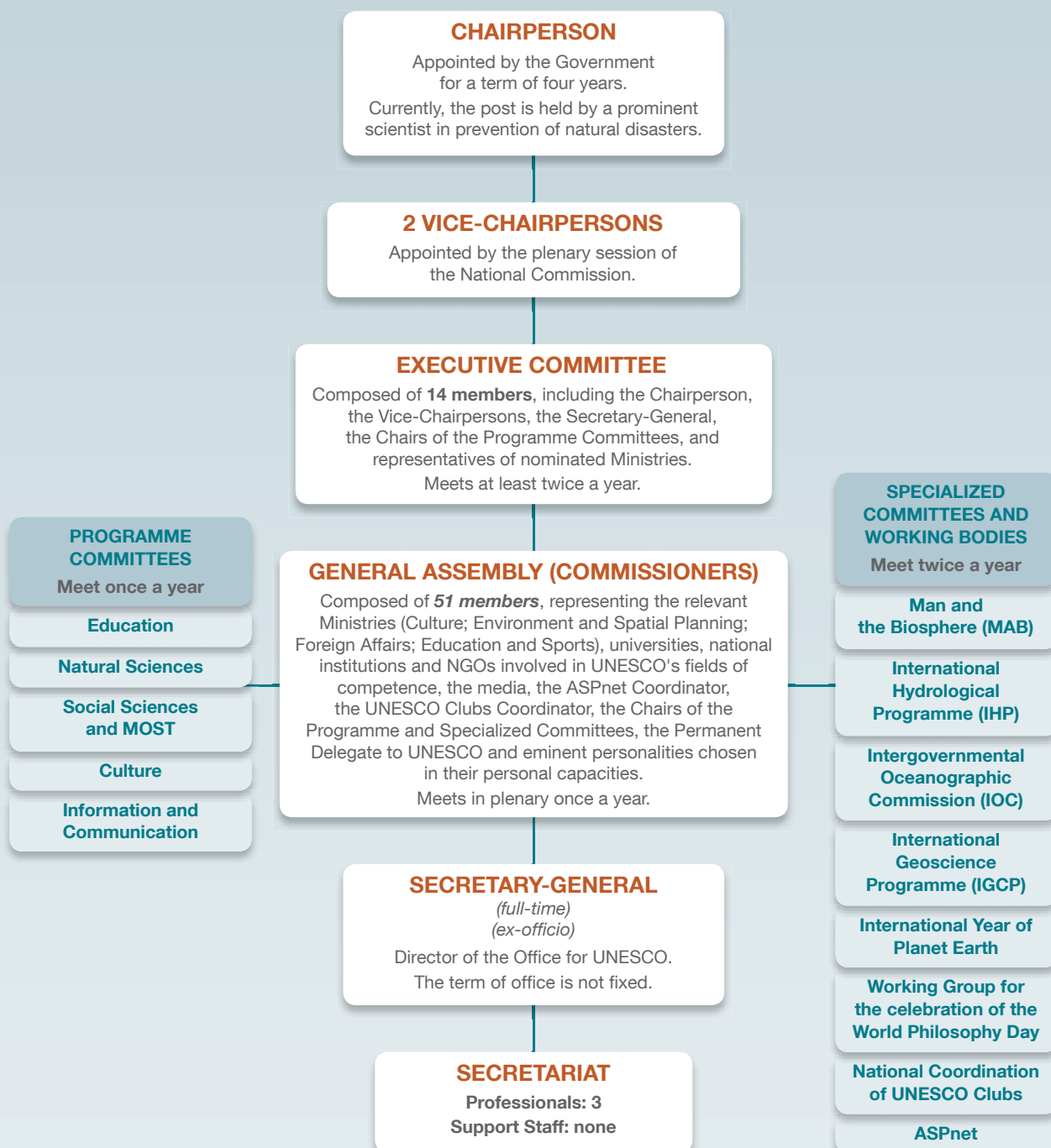
- Established:** 17 July 1979.
- Status:** Governmental, attached to the Ministry of Foreign Affairs. The Commission enjoys relative autonomy in managing activities and maintains regular relations with all national actors involved in UNESCO Programmes (Government, local authorities, NGOs, etc.). The Commission maintains close relations with the Permanent Delegation in Paris.
- Budget:** The National Commission's budget is allocated by the Ministry of Foreign Affairs and covers staff salaries, travel, cost of activities and current expenditure. The Commission, furthermore, is able to raise funds from other sources, notably the private sector. It has its own bank account enabling it to make financial transactions.
- Location:** The National Commission owns its own premises in Lisbon.



> SLOVENIAN NATIONAL COMMISSION FOR UNESCO

GENERAL

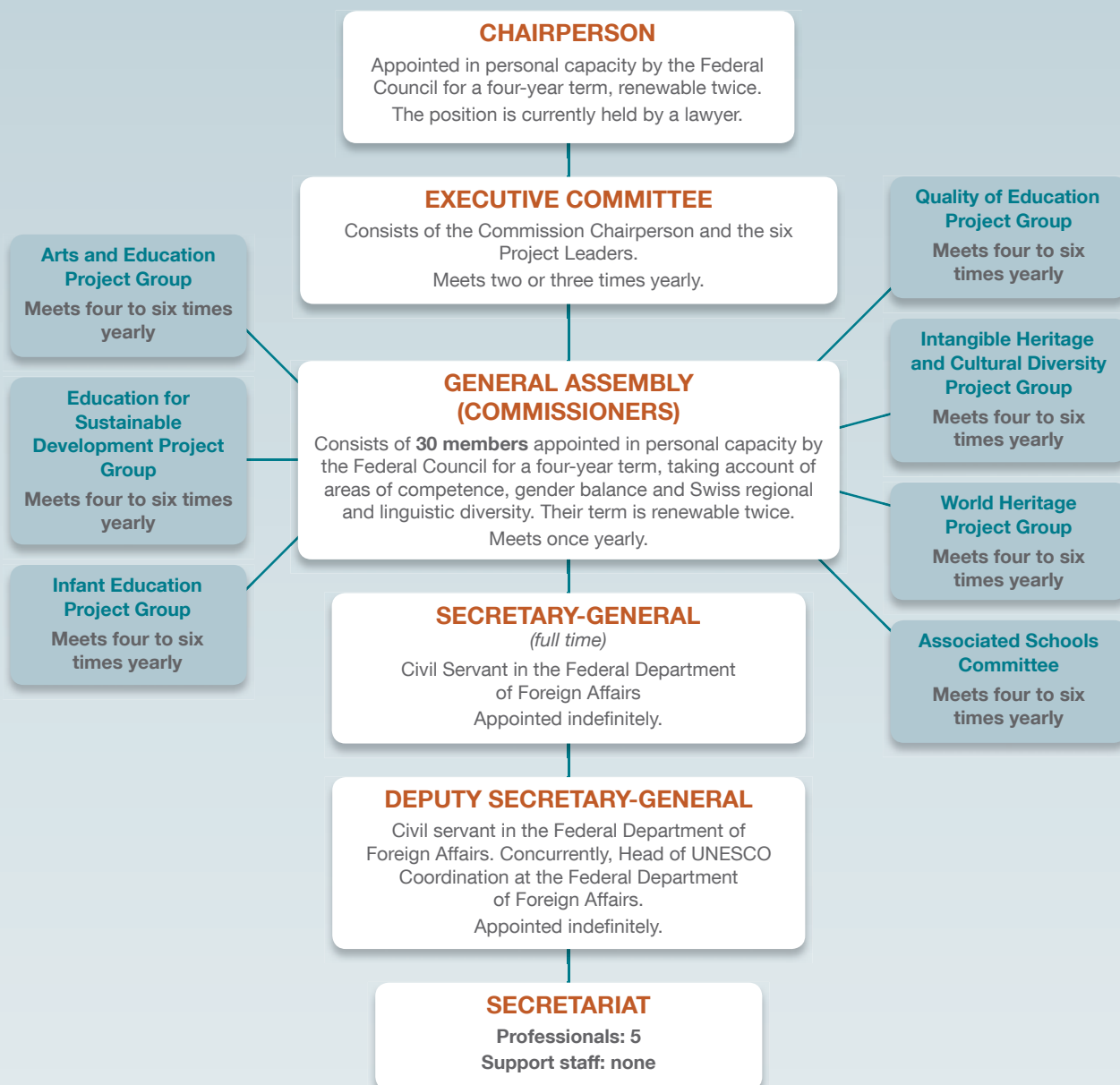
Established:	In 1992.
Status:	Governmental, attached to the Ministry of Higher Education, Science and Technology. Inter-ministerial co-operation is ensured through the participation of the relevant Ministries in the General Assembly. The Commission maintains regular relations with line Ministries. It has direct interface with the Permanent Delegation to UNESCO.
Budget:	The budget of the National Commission is provided by the Government. It covers operating costs, travels and implementation of activities. The Commission does not raise extra-budgetary funds. The Commission has its bank account at the Bank of Slovenia (National Bank). Financial transactions through this account follow government budget headings/ lines.
Location:	The Secretariat of the Commission is housed within the Ministry of Higher Education, Science and Technology.



> SWISS COMMISSION FOR UNESCO

GENERAL

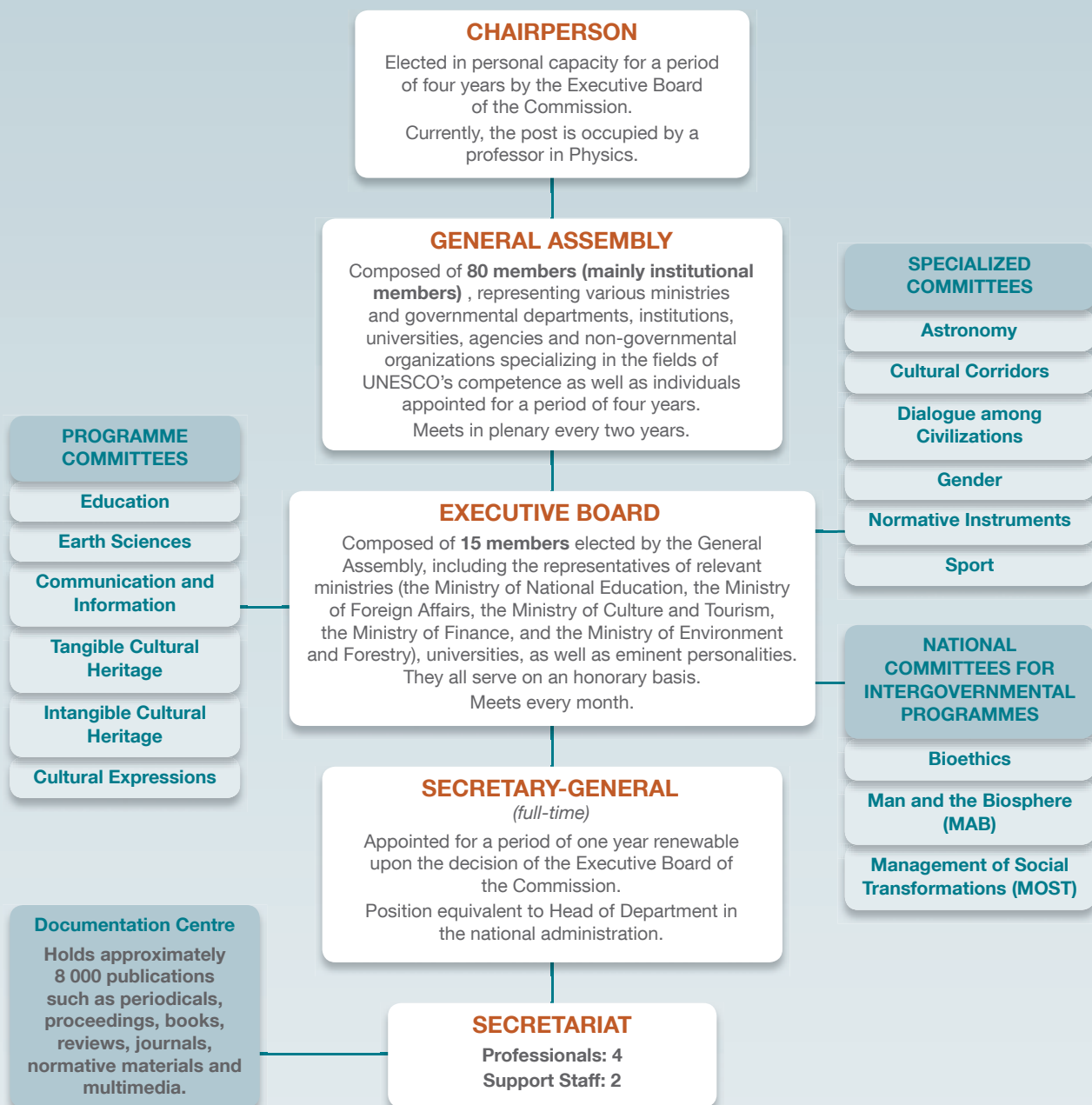
- Established:** May 1979.
- Status:** Autonomous. The National Commission is an extraparlimentary commission. It is an advisory body to Governmental authorities concerning relations between UNESCO and Switzerland, and promotes UNESCO objectives in Switzerland. It maintains close relations with the Permanent Delegation to UNESCO.
- Budget:** The Commission enjoys a contribution from the Federal Department of Foreign Affairs, which also provides its Secretariat. This contribution finances the Commission's activities as well as its members' indemnities and travel costs. The Commission raises extrabudgetary funds from other public and private bodies so as to implement certain projects. The funds are managed by the accountancy services of the Federal Department of Foreign Affairs under the Commission's responsibility.
- Location:** The Secretariat is housed in the premises of the Federal Department of Foreign Affairs.



> TURKISH NATIONAL COMMISSION FOR UNESCO

GENERAL

- Established:** On 25 August 1949.
- Status:** Semi-autonomous, under the supervision of the Ministry of Education. The Commission enjoys a certain degree of autonomy and the cooperation with the Ministries is ensured through their participation in the Executive Board and the General Assembly. The National Commission has regular relations with line Ministries and direct interface with the Permanent Delegation to UNESCO.
- Budget:** The budget of the National Commission is provided by the Government through the Ministry of Education. It covers staff salaries, travels, running and operating costs as well as implementation of activities. The Commission participates in fund raising. The Commission has its own bank account enabling it to make financial transactions.
- Location:** The Commission has its own premises, where the Secretariat is located.

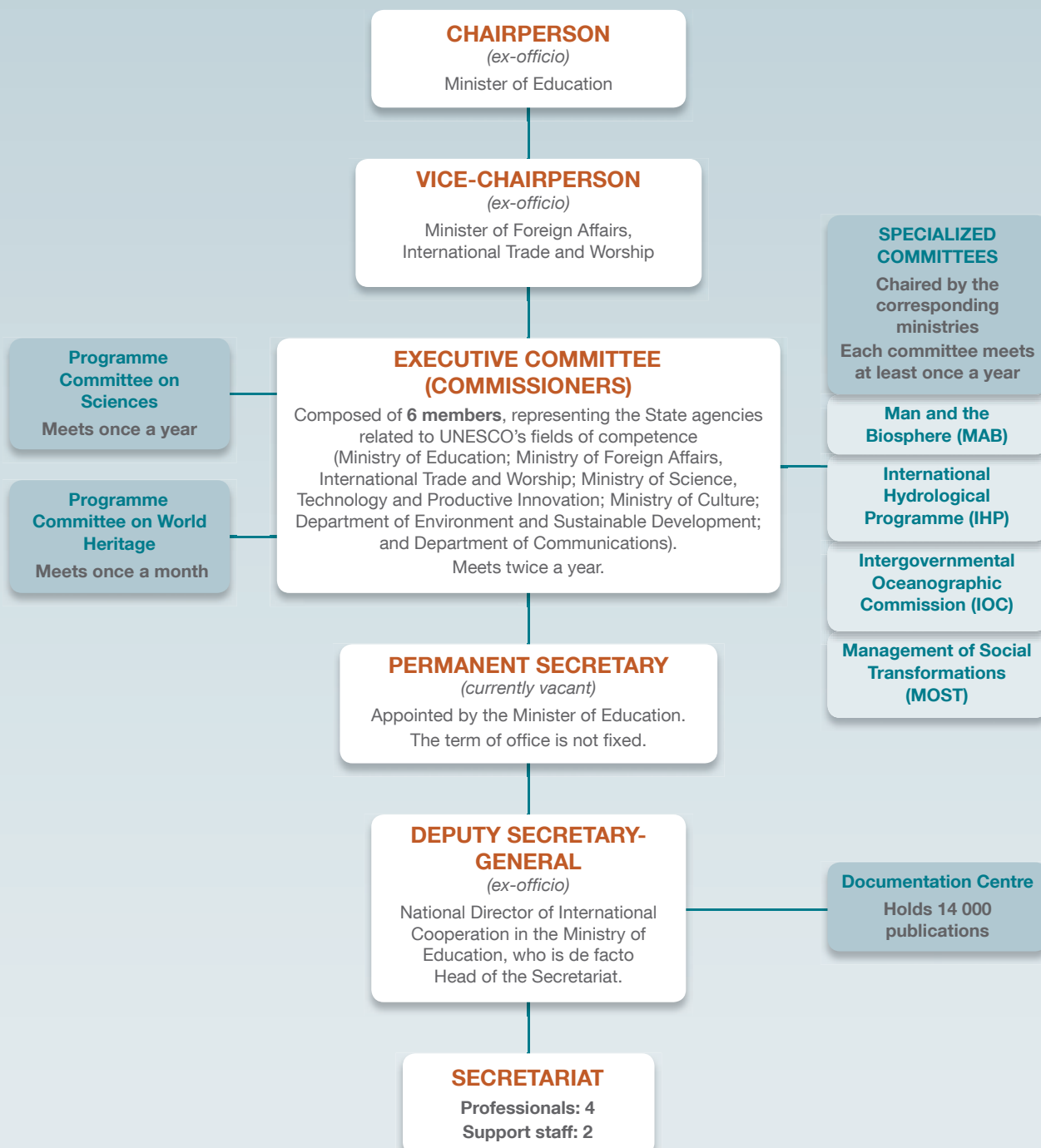


Latin America and the Caribbean

> ARGENTINE NATIONAL COMMISSION FOR UNESCO

GENERAL

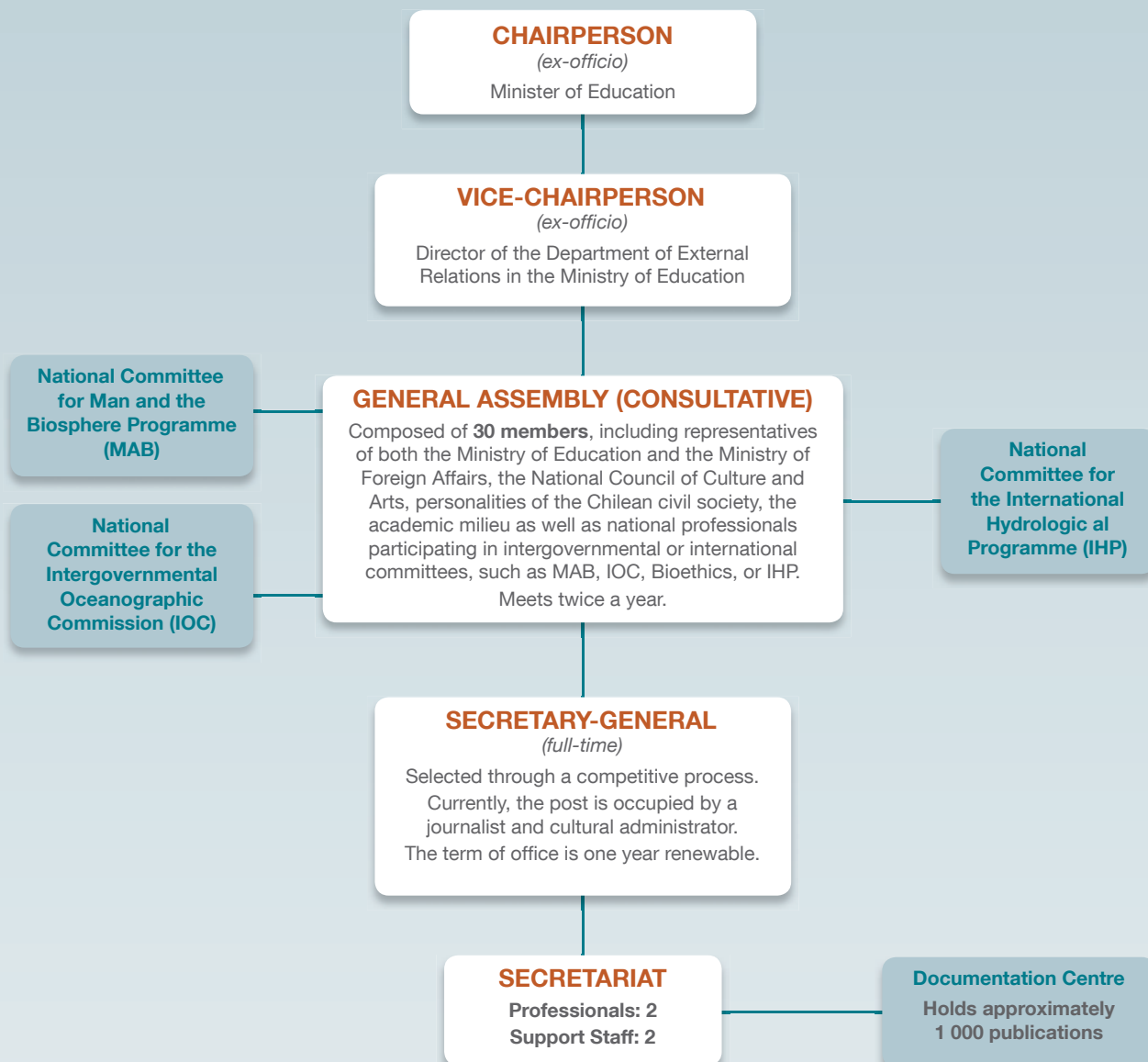
- Established:** In February 1956.
- Status:** Governmental, attached to the Ministry of Education. The Commission's staff are member of the International Cooperation Directory of the Ministry of Education. Inter-ministerial co-operation is ensured through the participation of relevant Ministries in the General Assembly. The Commission has direct interface with the Permanent Delegation to UNESCO.
- Budget:** The National Commission's budget is provided by the Government to cover operating costs, staff salaries, travels, current expenses, implementation of activities and programmes. The Commission does not raise extra-budgetary funds. The Commission does not have its own bank account.
- Location:** The Secretariat of the Commission is housed within the Ministry of Education.



> CHILEAN NATIONAL COMMISSION FOR COOPERATION WITH UNESCO

GENERAL

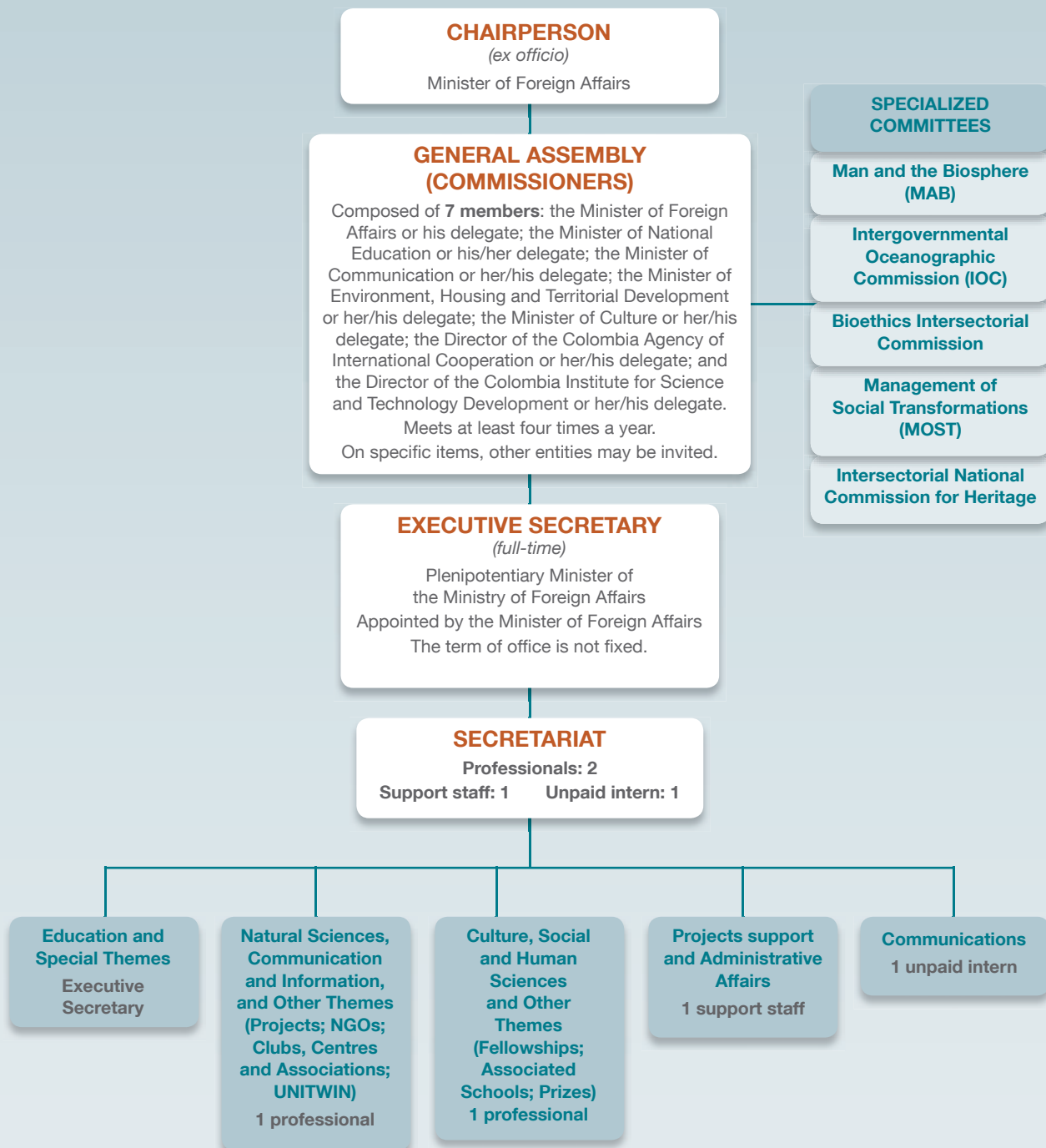
- Established:** In 1957.
- Status:** Governmental, attached to the Ministry of Education. The Commission has formal and regular relations with line Ministries. It has direct interface with the Permanent Delegation to UNESCO.
- Budget:** The budget of the National Commission, provided by the Ministry of Education, covers operating and running costs, implementation of activities and support to UNESCO Chairs and ASPnet. The Commission does not raise extra-budgetary funds. The Commission does not have its own bank account.
- Location:** The Secretariat of the Commission is housed in the Department of External Relations of the Ministry of Education.



> COLOMBIA NATIONAL COMMISSION FOR COOPERATION WITH UNESCO

GENERAL

- Established:** In 1947.
- Status:** Governmental, attached to the Ministry of Foreign Affairs. Inter-ministerial co-operation is ensured through the participation of the Ministers or their delegate in the General Assembly. The Commission has regular relations with line Ministries and has direct interface with the Permanent Delegation in Paris.
- Budget:** The Commission's budget is part of the Ministry of Foreign Affairs budget. It is used chiefly to cover staff salaries and operating costs. The Commission does not raise extra-budgetary funds and has not its own bank account.
- Location:** The Secretariat of the National Commission is housed within the offices of the Ministry of Foreign Affairs.



> COSTA RICA COMMISSION FOR COOPERATION WITH UNESCO

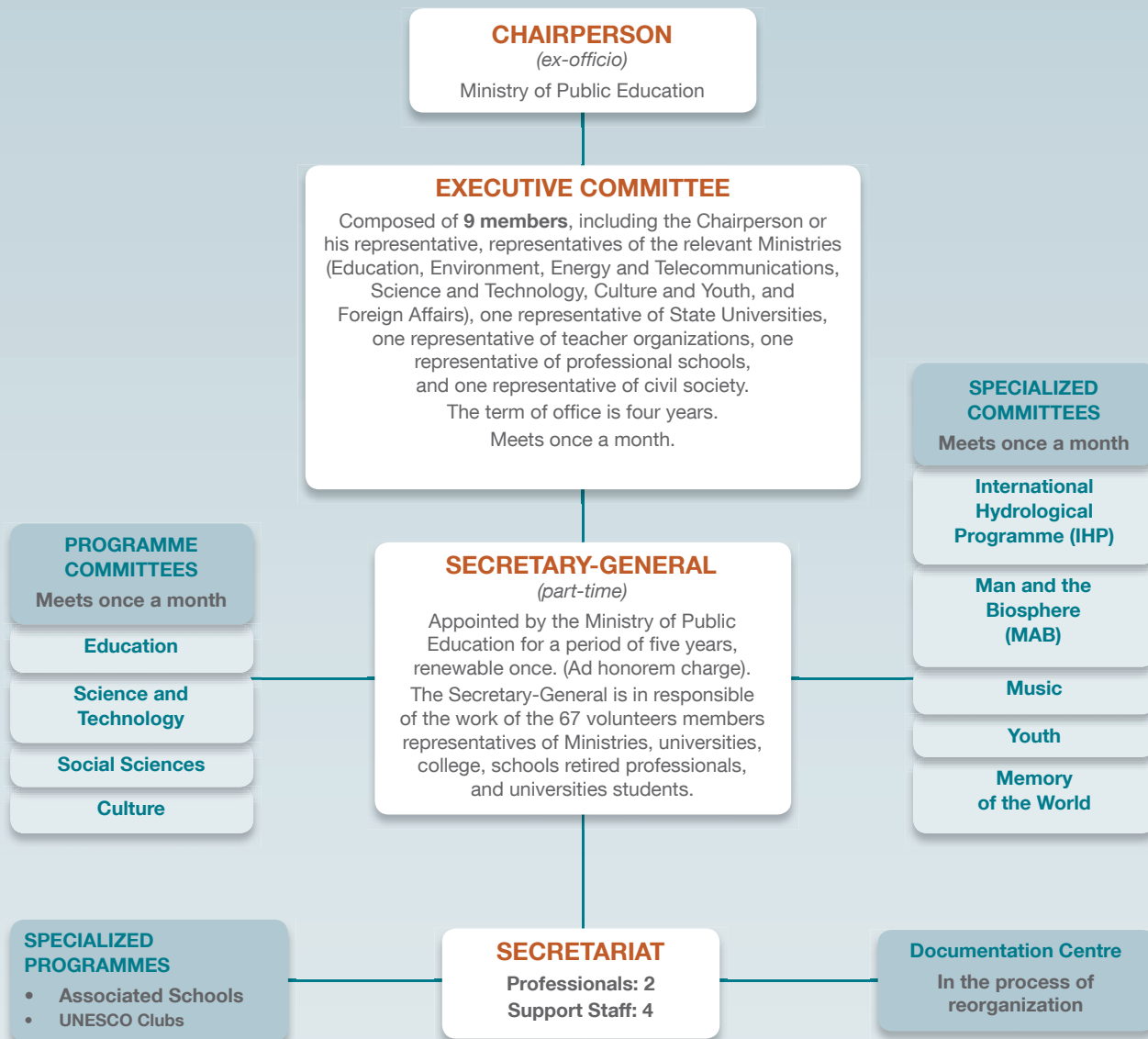
GENERAL

Established: On 7 November 1949.

Status: Semi-autonomous, under the supervision of the Ministry of Public Education. Inter-ministerial co-operation is ensured through the participation of the relevant Ministries in the Executive Committee and in the Programme and Specialized Committees. The Commission maintains formal and regular relations with line ministries and has direct interface with the Permanent Delegation to UNESCO.

Budget: The budget of the National Commission, provided by the Government, covers staff salaries, running costs (e.g. communication, equipment, missions, office maintenance, etc), and implementation of activities. The Commission does not raise extra-budgetary funds. The National Commission has its own bank account.

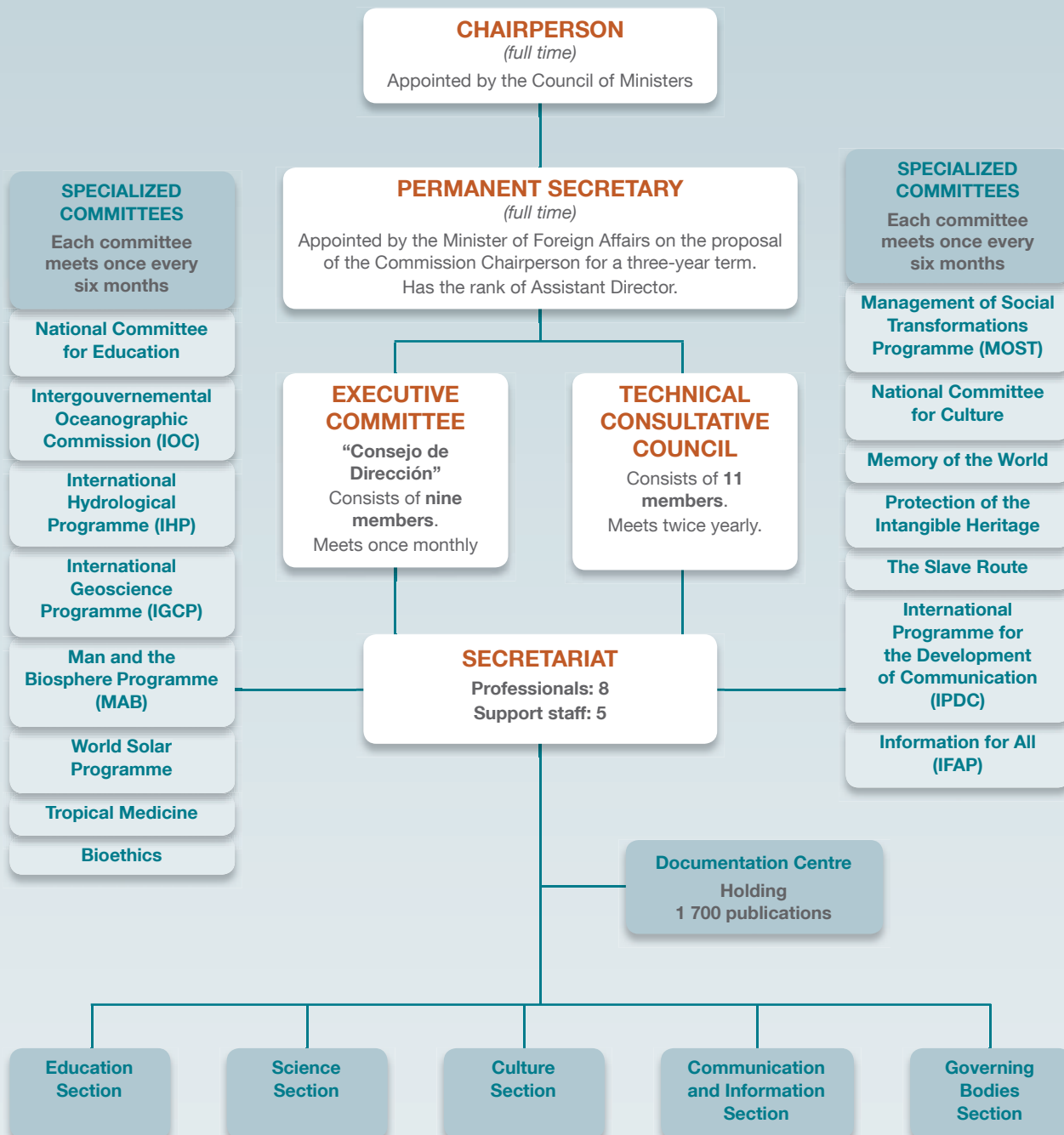
Location: The National Commission is housed in its own premises acquired by donation.



> CUBAN NATIONAL COMMISSION FOR UNESCO

GENERAL

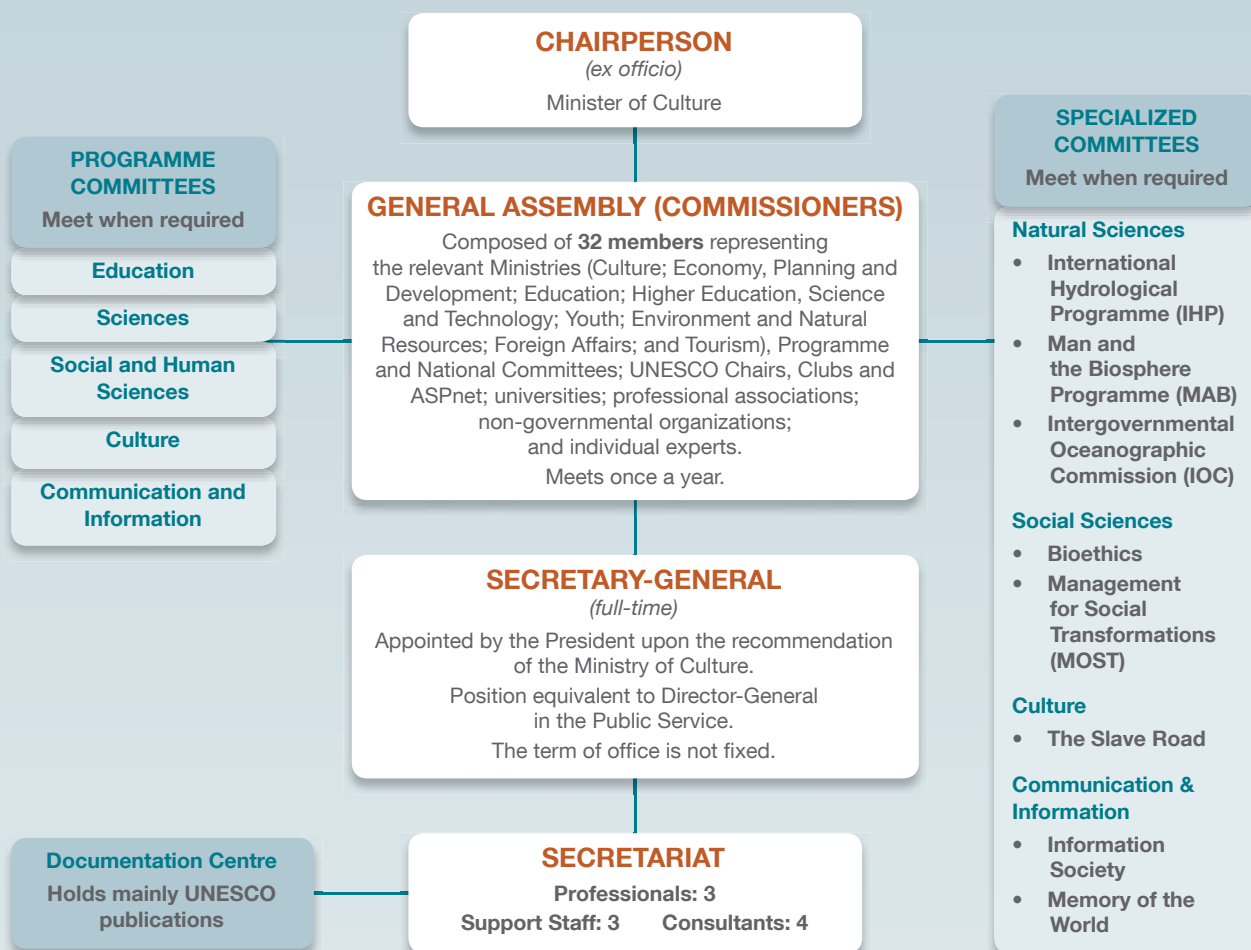
- Established:** 17 November 1947, by Presidential decree.
- Status:** Governmental, attached to the Ministry of Foreign Affairs. The Cuban National Commission is part of the Ministry of Foreign Affairs and is under the direct supervision of the Vice-Minister of External Relations for Multilateral Affairs. However it conducts its activities autonomously in direct contact with the Ministries of Education; Higher Education; Culture; Science, Technology and the Environment; and Informatics and Communications. It maintains permanent relations with their respective leaders thereby ensuring close and constructive relations on all matters relating to UNESCO's areas of competence. It also conducts direct exchanges with the Permanent Delegation in Paris.
- Budget:** The National Commission's budget is allocated by the Ministry of Foreign Affairs and covers staff salaries and current expenditure. The Commission does not raise extrabudgetary funds. It has its own bank account enabling it to make transactions in Cuban and foreign currency.
- Location:** The National Commission has its own premises situated outside the Ministry of Foreign Affairs.



> DOMINICAN NATIONAL COMMISSION FOR UNESCO

GENERAL

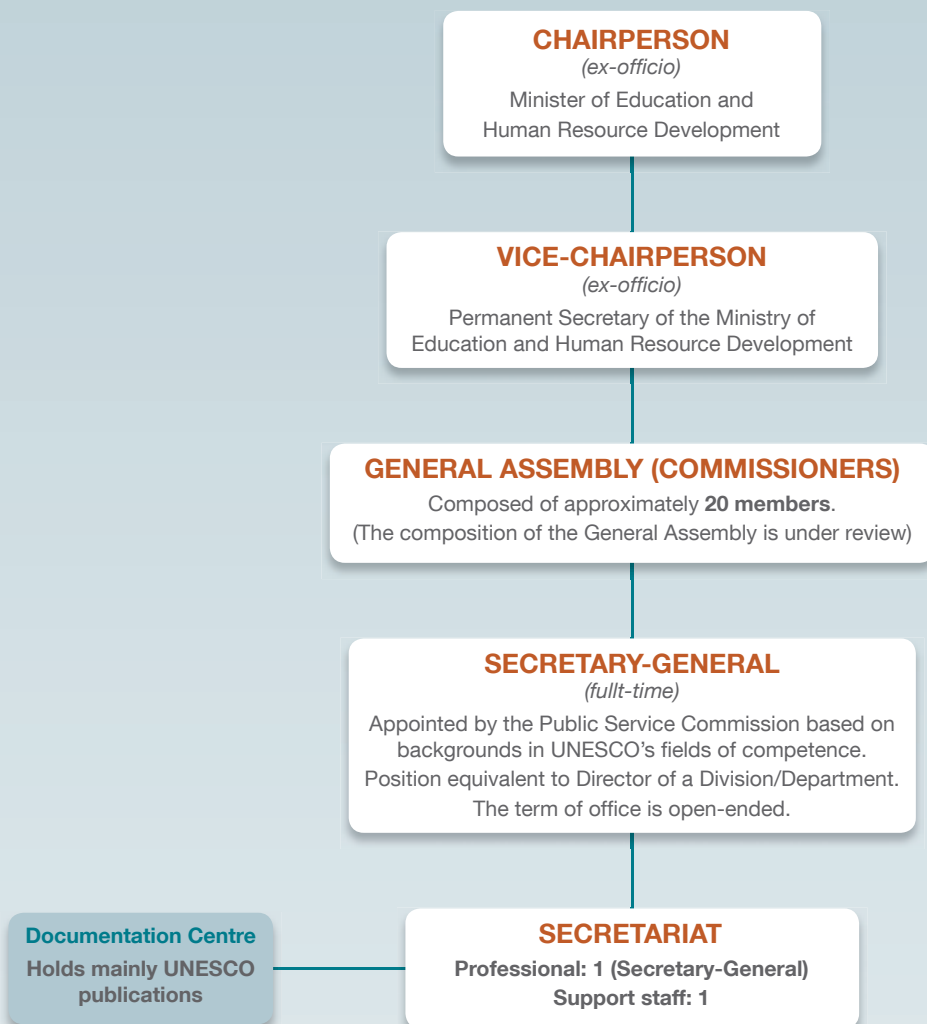
- Established:** On 14 November 1957 by a presidential decree.
- Status:** Governmental, attached to the Ministry of Culture. Inter-agency co-operation is ensured through the participation of the relevant agencies in the General Assembly and the Programme Committees. The Commission has regular relations with line Agencies and has direct interface with the Permanent Delegation to UNESCO.
- Budget:** The Commission's budget is part of the Ministry of Culture budget. It is used chiefly to cover staff salaries, running and operating costs. The remainder of its resources comes from the support of others partners such as public institutions and the private sector. The Commissions has its own bank accounts, for national and international operations.
- Location:** The National Commission is housed in its own premises located outside the Ministry of Culture.



> GRENADA NATIONAL COMMISSION FOR UNESCO

GENERAL

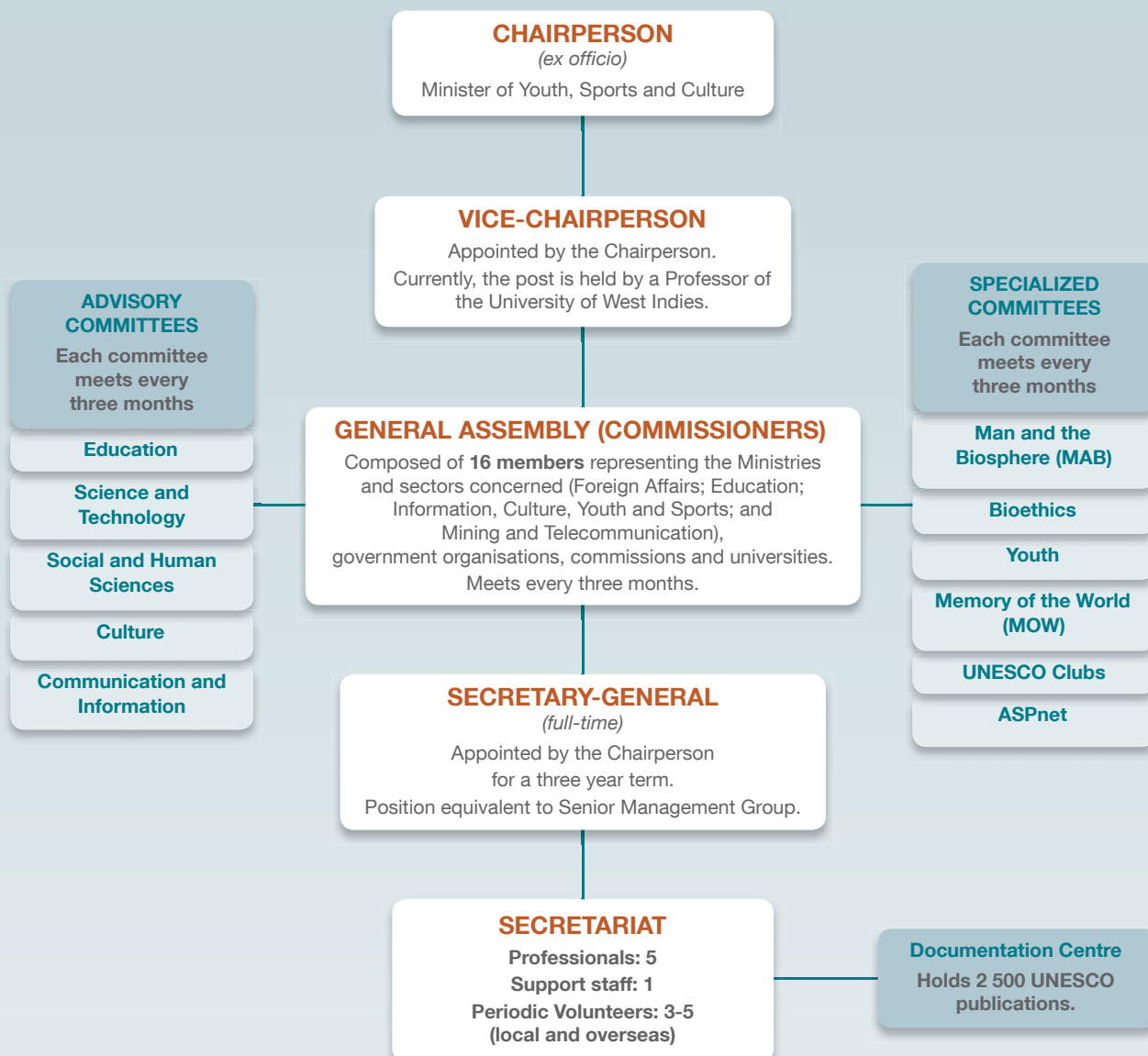
- Established:** In 1999.
- Status:** Governmental, attached to the Ministry of Education and Human Resource Development. The Commission has regular relations with line Ministries and has direct interface with the Permanent Delegation in Paris.
- Budget:** The budget of the Commission is provided by the Ministry of Education and Human Resource Development and covers staff salaries, operating and running costs, travels and implementation of activities. The Commission does not raise extra-budgetary funds. The Commission has its own bank account enabling it to make financial transactions.
- Location:** The National Commission is housed within the Ministry of Education and Human Resource Development.



> JAMAICA NATIONAL COMMISSION FOR UNESCO

GENERAL

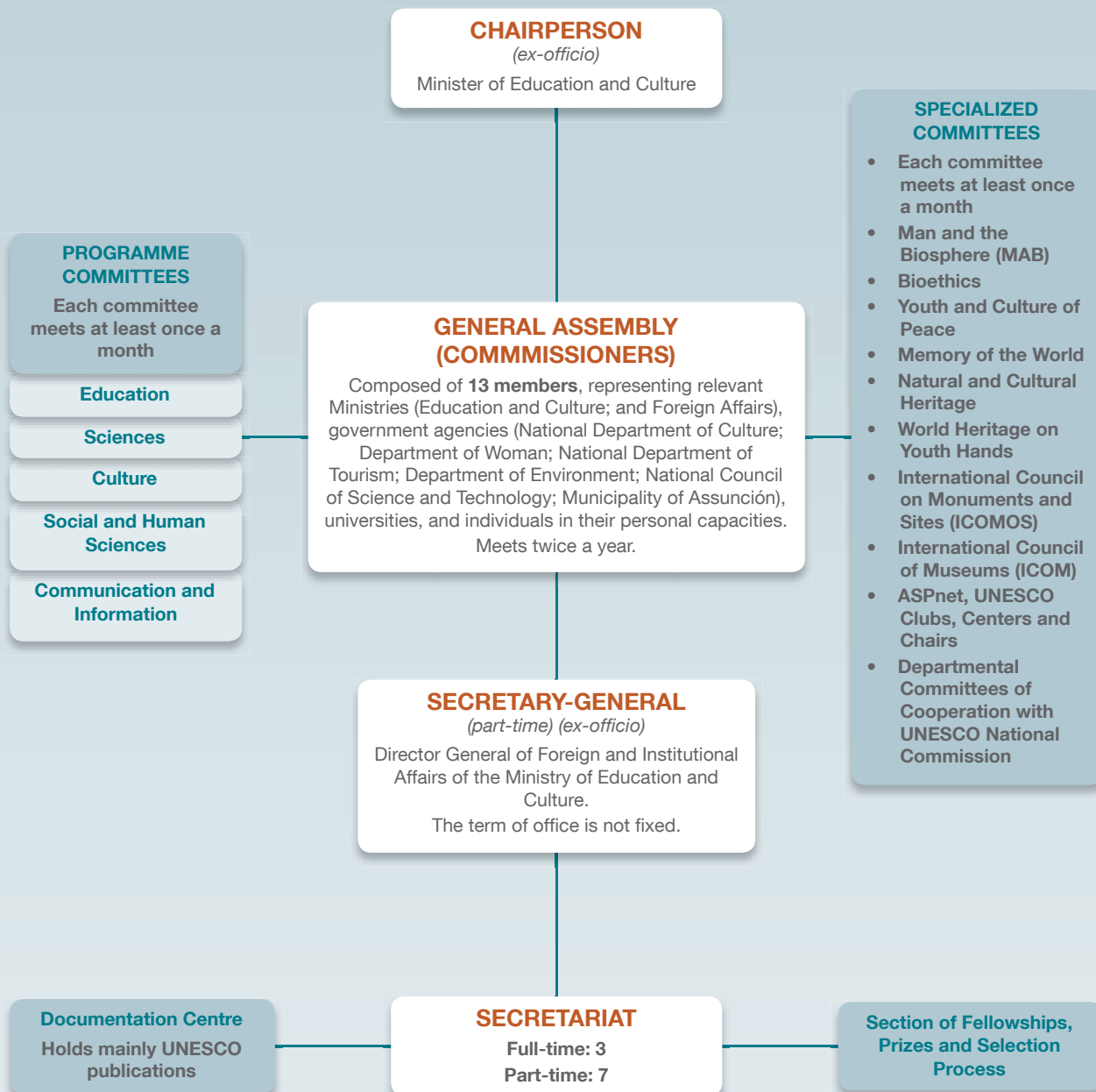
- Established:** In February 1965.
- Status:** Governmental, attached to the Ministry of Youth, Sports and Culture. Inter-ministerial co-operation is ensured through the participation of relevant Ministries in the General Assembly. The Commission has regular contacts with line ministries and other government bodies and maintains direct interface with the Permanent Delegation to UNESCO.
- Budget:** The National Commission's budget is provided by the Government to cover operating costs, staff salaries, travels, current expenses, implementation of activities and programmes. The Commission does not raise extra-budgetary funds.
- The Commission has its own bank account from where the payments are made and funds are received. This account operates with the signatories of two commission members and/or two members of staff along with the Secretary-General.
- Location:** The Commission is housed in rented premises in the capital's principal financial district. The UNESCO Cluster Office is also located in the same building.



> PARAGUAY NATIONAL COMMISSION FOR COOPERATION WITH UNESCO

GENERAL

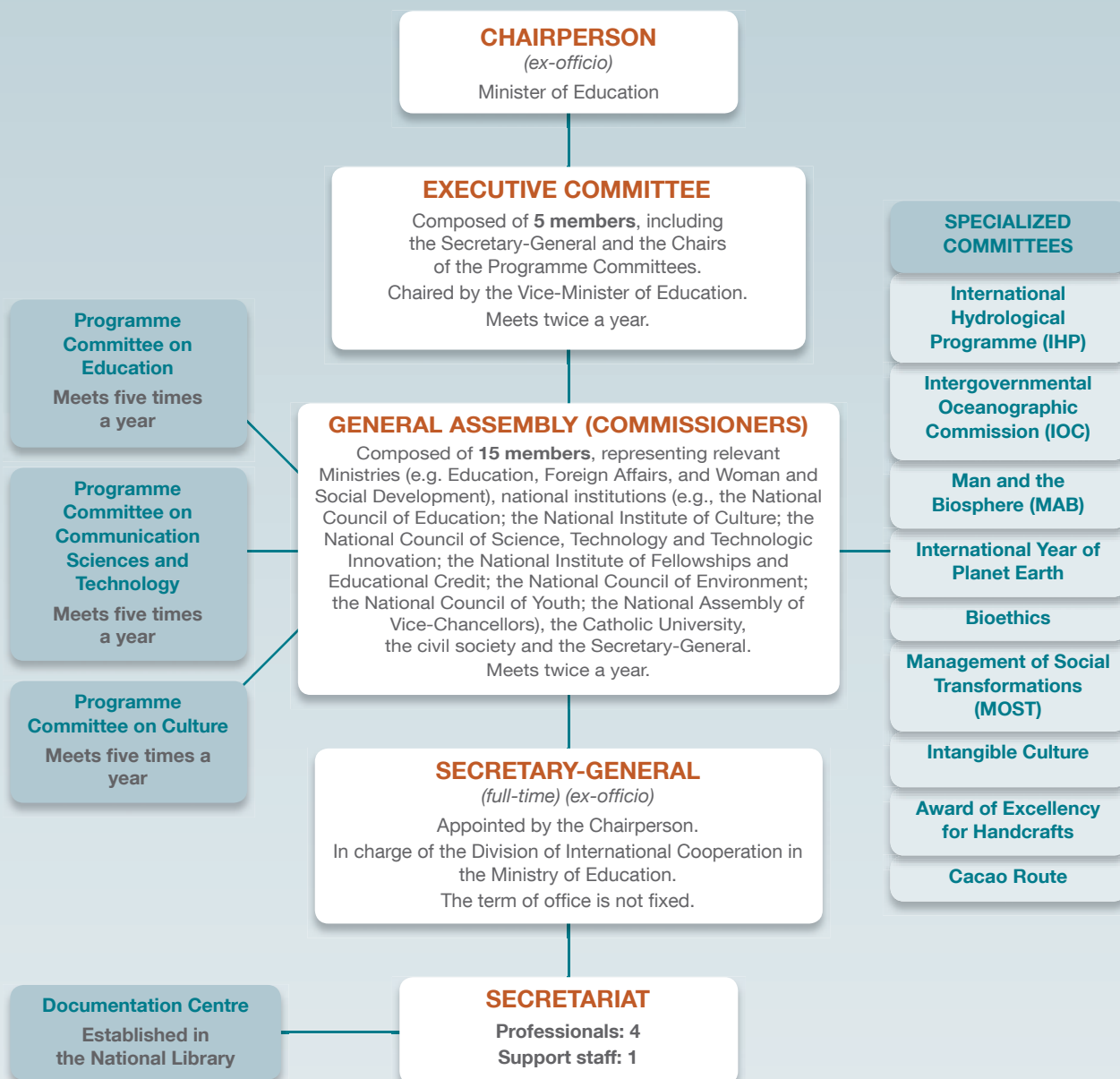
- Established:** On 25 October 1955, by Governmental decree.
- Status:** Governmental, attached to the Ministry of Education and Culture. Inter-ministerial co-operation is ensured through the participation of the relevant Ministries and governmental agencies in the General Assembly. The Commission has regular and formal relations with line Ministries and maintains interface with the Permanent Delegation to UNESCO through the Ministry of Foreign Affairs.
- Budget:** The budget of the National Commission is provided by the Ministry of Education and Culture and covers staff salaries, running and operating costs. The Commission does not raise extra-budgetary funds.
- Location:** The Commission premises are lent by the Municipality of the city of Asunción – heritage site in the country.



> PERUVIAN NATIONAL COMMISSION FOR COOPERATION WITH UNESCO

GENERAL

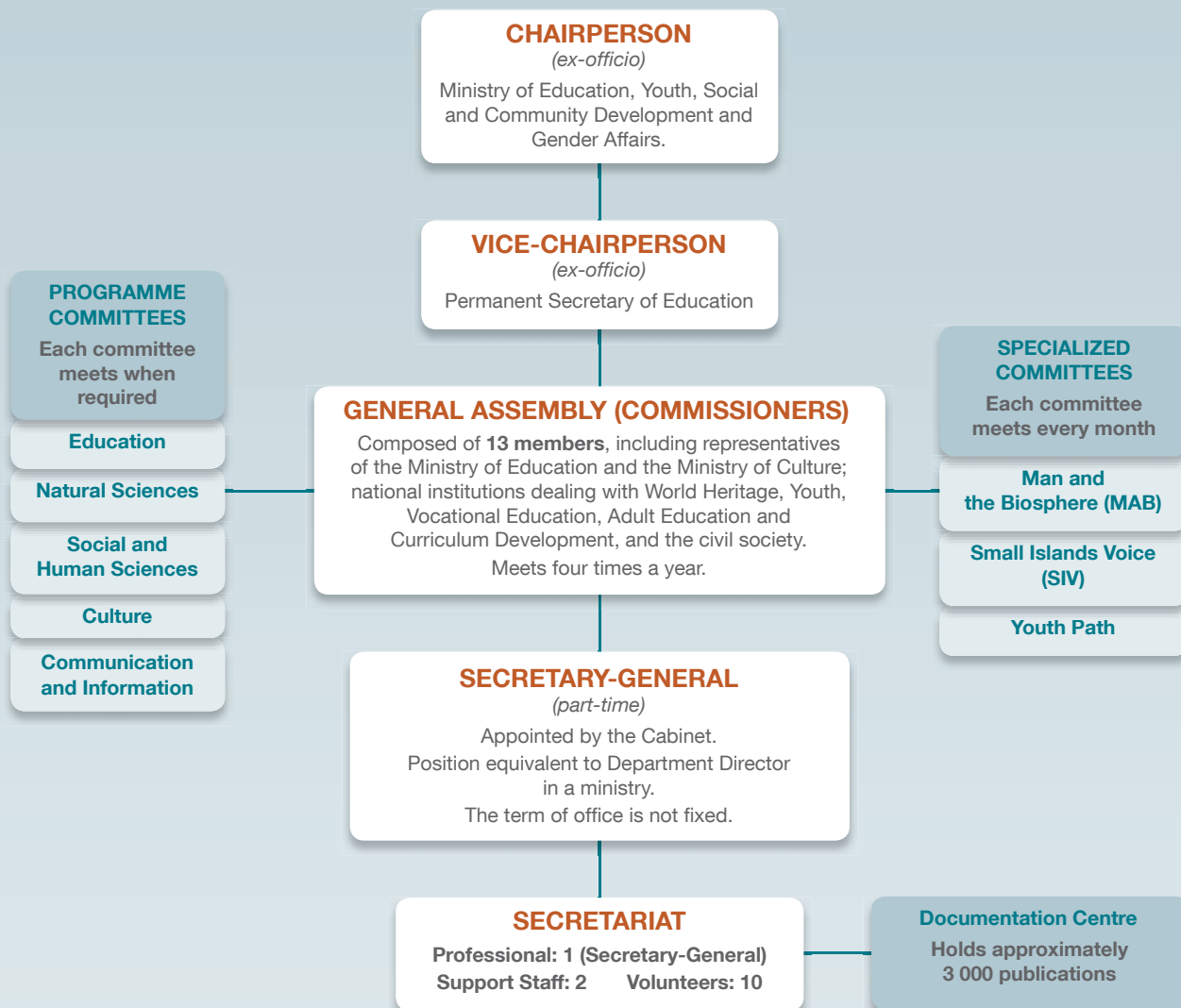
- Established:** On 20 October 1947, by a Supreme Decree.
- Status:** Governmental, attached to the Ministry of Education. Inter-ministerial co-operation is ensured through the participation of the relevant Ministries in the General Assembly. The Commission maintains formal and regular relations with line Ministries. It has direct interface with the Permanent Delegation to UNESCO.
- Budget:** The budget of the National Commission is provided by the Government and covers operating costs, staff salaries, travels and implementation of activities. The Commission does not raise extra-budgetary funds. The Commission does not have its own bank account.
- Location:** The Secretariat of the Commission is housed within the Ministry of Education.



> SAINT KITTS AND NEVIS NATIONAL COMMISSION FOR UNESCO

GENERAL

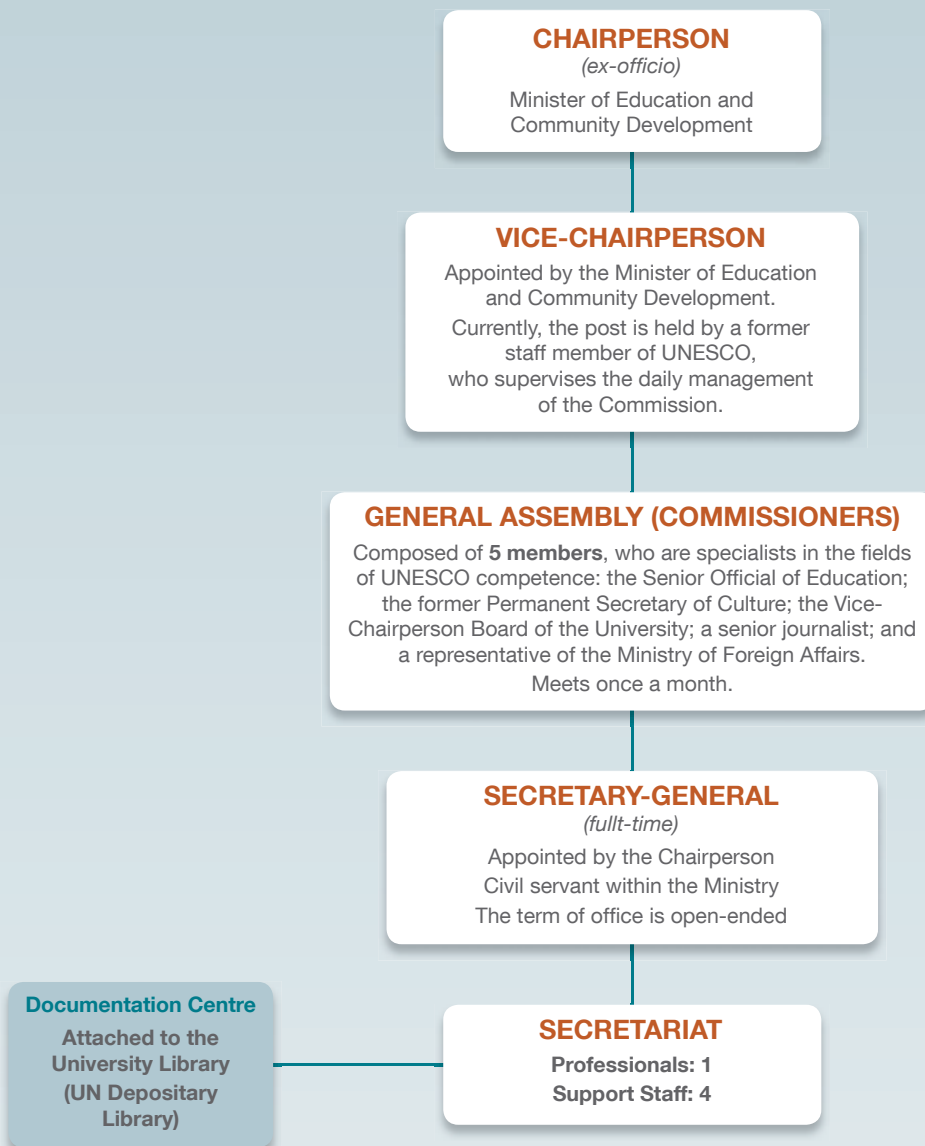
- Established:** In September 1991.
- Status:** Governmental, attached to the Ministry of Education, Youth, Information, Technology, Labour and Social Security. Inter-ministerial co-operation is ensured through the participation of the relevant Ministries in the General Assembly. The Commission maintains formal and regular relations with line Ministries and has direct interface with the Permanent Delegation to UNESCO.
- Budget:** The budget of the National Commission, provided by the Government, covers staff salaries, operating costs and travels. The Commission does not raise extra-budgetary funds.
- Location:** The National Commission is housed within the Ministry of Education and Foreign Affairs.



> SURINAME NATIONAL COMMISSION FOR UNESCO

GENERAL

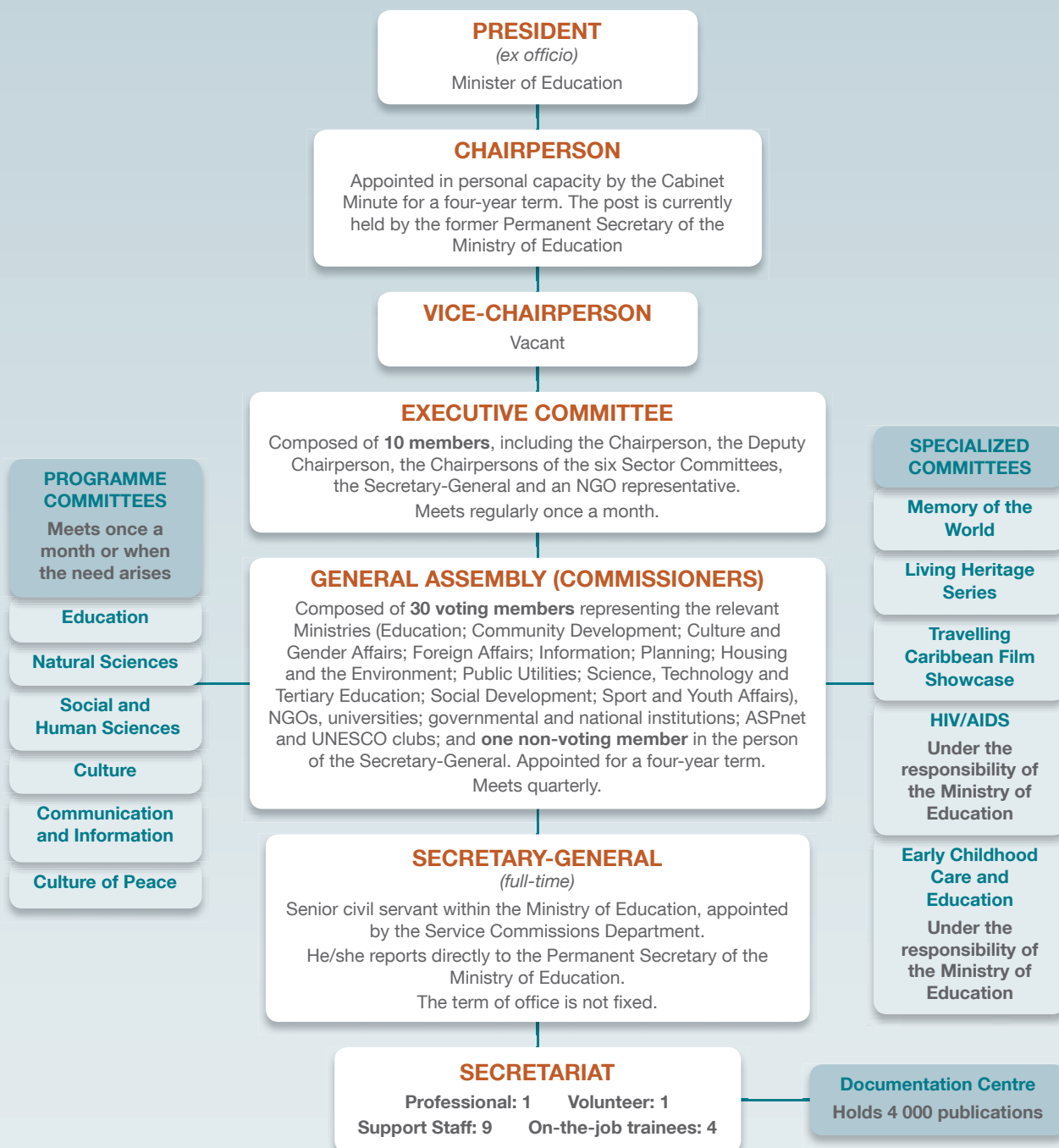
- Established:** On 16 June 1976.
- Status:** Governmental, attached to the Ministry of Education and Community Development. The Commission has regular relations with the Ministry of Foreign Affairs, which also coordinates its interface with the Permanent Delegation to UNESCO.
- Budget:** The budget of the Commission is part of the Ministry of Education's budget and covers staff salaries and running costs. The Commission does not raise extra-budgetary funds. The Commission has its own bank account enabling it to make financial transactions.
- Location:** The Commission is housed in its own premises located outside the Ministry of Education.



> TRINIDAD AND TOBAGO NATIONAL COMMISSION FOR UNESCO

GENERAL

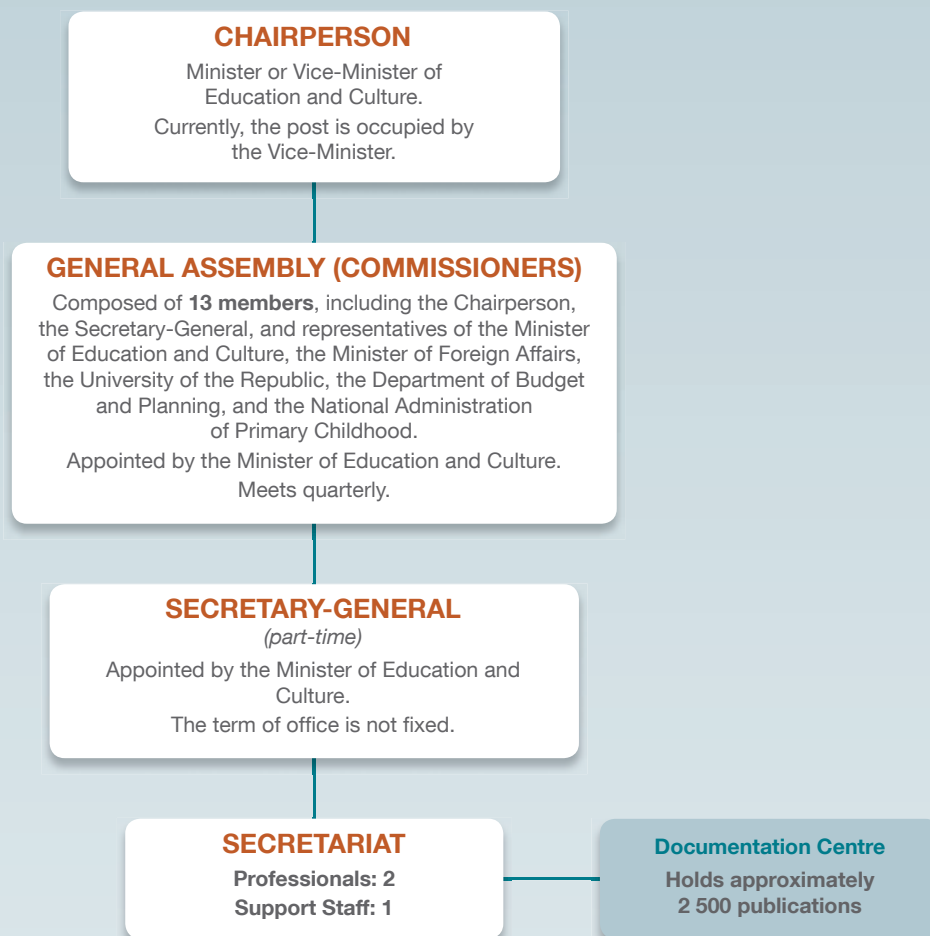
- Established:** On 30 July 1970, by a Cabinet decision.
- Status:** Semi-autonomous, under the supervision of the Ministry of Education. The Commission enjoys a certain degree of autonomy and the cooperation with the ministries is ensured through their participation in the General Assembly. The Commission maintains regular relations with line Ministries and has direct interface with the Permanent Delegation to UNESCO based in Geneva.
- Budget:** The budget of the Commission, provided by the Ministry of Education in the form of a subvention, covers running costs (e.g. rentals, communication, etc.) and stipends for Commission members. The staff of the Secretariat are public officers paid by the Government. The Commission is also supported in kind by agencies, banks and individuals for its specific activities. It has its own bank account enabling it to make transactions in national and foreign currencies.
- Location:** The Secretariat of the Commission is located in rented premises close to the Ministry of Education.



> URUGUAY NATIONAL COMMISSION FOR UNESCO

GENERAL

- Established:** On 7 September 1948.
- Status:** Semi-autonomous, under the supervision of the Ministry of Education and Culture. Inter-ministerial cooperation is ensured through participation of the relevant Ministries in the General Assembly. The Commission has regular relations with line Ministries and has strong cooperation with the Permanent Delegation in Paris.
- Budget:** The budget of the Commission, provided by the Ministry of Education and Culture, covers staff salaries and running costs (e.g. rentals, communication, travels, etc.). The Commission receives in kind support from the Senate for specific activities. The Commission has its own bank account enabling it to make financial transactions.
- Location:** The Secretariat of the Commission is housed within the Ministry of Education and Culture.



Note: The National Commission is being restructured.

> BOLIVARIAN REPUBLIC OF VENEZUELA NATIONAL COMMISSION FOR UNESCO

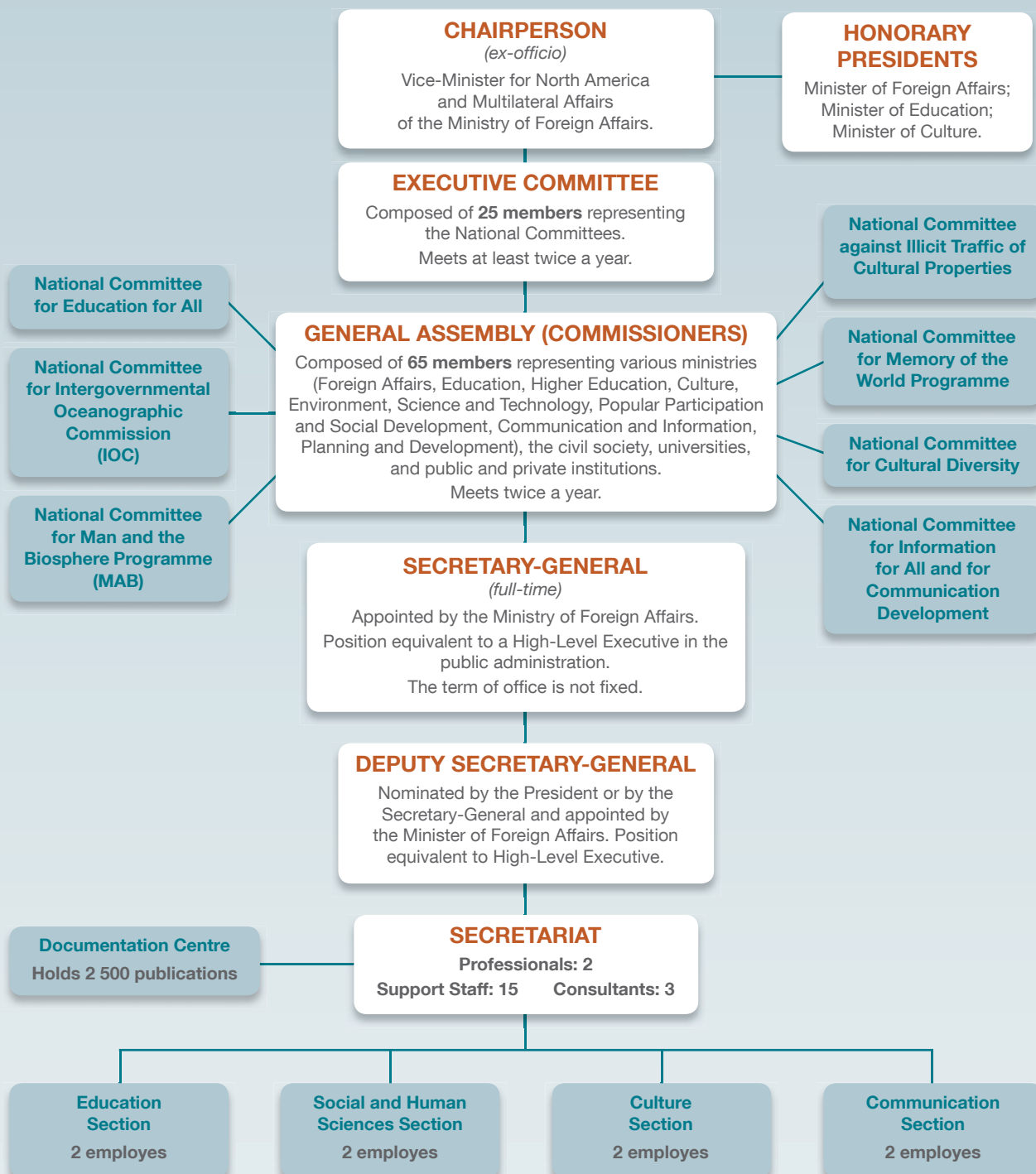
GENERAL

Established: On 17 August 1948.

Status: Governmental, attached to the Ministry of Foreign Affairs. Official and regular relations are maintained with the Ministries related to the UNESCO's field of competences: Environment, Culture, Education, Science and Technology, Communication and Information, Popular Participation and Social Development. The Commission has direct interface with the Permanent Delegation to UNESCO.

Budget: The budget of the National Commission is provided by the Government and covers operating and running costs, and implementation of activities. The Commission does not raise extra-budgetary funds. The Commission has its own bank account enabling it to make financial transactions.

Location: The Secretariat of the National Commission is housed within the Ministry of Foreign Affairs.



This second edition of “Architecture of National Commissions” provides solid information on the status, composition and resources of National Commissions. It focuses on the fundamental requirements and structural components that every Commission needs to perform successfully.

The brochure contains an overall analysis of the structural arrangements and operational capacities of National Commissions worldwide. There is also specific and detailed information on eighty Commissions which were selected on the basis of various factors, such as geographical representation, status, size, composition, and resources.

The document will help the reader to better understand the concept of National Commissions and the way of their functioning. It also contains recommendations on optimal ways of establishing or re-establishing National Commissions in the light of best practices.