



United Nations
Educational, Scientific and
Cultural Organization

Executive Board

Hundred and ninety-first session

191 EX/16.INF.3
PARIS, 15 March 2013
English & French only

Item 16 of the provisional agenda

FOLLOW-UP TO THE INDEPENDENT EXTERNAL EVALUATION OF UNESCO

POLICY FRAMEWORK FOR STRATEGIC PARTNERSHIPS: A COMPREHENSIVE PARTNERSHIP STRATEGY

SEPARATE STRATEGIES FOR ENGAGEMENT WITH INDIVIDUAL CATEGORIES AND PARTNERS

SUMMARY

The “Policy Framework for Strategic Partnerships: A Comprehensive Partnership Strategy” comprises an umbrella statement (190 EX/21 Part II) and separate strategies for engagement with individual categories of partner (190 EX/INF.7). The strategy has been further elaborated in document 191 EX/16 Part III to bring three additional categories of partners within the scope of the strategy, namely the Honorary and Goodwill Ambassadors, the UNEVOC network and the category 2 institutes and centres. The individual strategies for cooperation with the Honorary and Goodwill Ambassadors, the UNEVOC network and the category 2 institutes and centres are set out in the present INF document.

A. UNESCO HONORARY AND GOODWILL AMBASSADORS

1. Purpose of the Partnership

UNESCO Honorary and Goodwill Ambassadors are an outstanding group of prominent individuals and celebrity advocates who spread the ideals and goals of UNESCO through their name and fame. They form an important part of UNESCO's network. They extend and amplify UNESCO's values and have generously accepted to use their talent and status to help focus the world's attention on the work of the Organization. Through their careers and their engagement they have made an important contribution towards the objectives and aims in UNESCO's fields of competence. Their commitment to dialogue and mutual understanding is instrumental in sharing UNESCO's messages across the world, thereby contributing to building peace and sustainable development.

UNESCO receives expressions of interest from individuals from a variety of backgrounds who share its values, are committed to its mandate and who are willing to contribute their fame, knowledge, time, and skills to the promotion of the Organization's programmes, projects and activities on a honorary basis. Submissions of applications are actively solicited from Member States.

2. Strategy for engagement

The United Nations has a long tradition of enlisting the volunteer services and support of prominent individuals from the worlds of art, academia, literature, sports, entertainment and business. They have helped bring attention to education and development issues, raise funds and mobilize public opinion around the need for policy change. These individuals are given the title of Goodwill Ambassador, Messenger of Peace, or Celebrity Partner, depending on the United Nations entity. UNESCO has honorary Goodwill Ambassadors, Special Envoys, Artists for Peace and Champions for Sport.

Since 2010, UNESCO has undertaken to align itself with the "United Nations Guidelines for the Designation of Messengers of Peace and Goodwill Ambassadors" which include selection criteria and conditions of service in order to ensure consistency and the maintenance of high standards in the selection, designation and involvement of prominent individuals in the work of the Organization. Due care is exercised in making such designations to manage the resulting relationships.

The Director-General has invited a number of high profile individuals to serve as Honorary and Goodwill Ambassadors to promote the outreach and visibility of UNESCO at all levels, and contribute to the achievement of the Organization's strategic programme objectives and sectoral or intersectoral priorities and themes. UNESCO's engagement with these individuals is very diverse, multi-faceted and valuing their respective resources, competencies and contributions. The respective programme sectors and field offices are closely involved in the definition of these strategic, mutually beneficial partnerships and relationships established in support of UNESCO's priorities.

Approaches and relationships range from playing a strong role in promoting UNESCO's core values through public advocacy and awareness-raising, to contributing to the implementation of specific programme(s) project(s) or activities through financial support or aid in kind.

3. Strategic objectives

The overall objective of working with the UNESCO Honorary and Goodwill Ambassadors is to raise awareness, extend public outreach and visibility, ensure that the Organization's key messages reach as wide an audience as possible at national, regional and international levels, and mobilize support for UNESCO's programme objectives and priorities. The Organization will enhance its

communication strategy, increasing coordination with programme sectors and field offices to optimize the impact of contributions by UNESCO Honorary and Goodwill Ambassadors and expand its outreach.

The designation of internationally renowned personalities to be associated with the implementation of priority programmes in all UNESCO's fields of competence contributes to bringing UNESCO's message to a greater, worldwide audience.

4. Future outlook for harnessing the potential of this type of partnership

In order to maximize the impact of Honorary and Goodwill Ambassadors' advocacy efforts, they are invited to focus their interventions and activities on particular projects and/or programme(s). The Organization will enhance its communication strategy, and ensure closer coordination with the respective programme sectors and field offices in order to optimize the impact of Honorary and Goodwill Ambassadors' activities.

More effective communication tools (including web-based and social media) will be developed for internal and external dissemination of these activities.

5. Special features

The role of UNESCO Honorary and Goodwill Ambassadors is to extend its outreach, impact and visibility at all levels and also advocate and raise awareness about UNESCO's mission. The valuable contribution made to UNESCO by these talented people who stand by the aims of UNESCO is highly valued.

Efforts are being made to appropriately map the evolving areas of interests of these individuals so as to spot thematic areas of mutual interest. This cooperation which is made on an honorary basis is made possible due to the fame and visibility of these personalities as well as to their interest and involvement in specific areas of interest and domains which are at the core of UNESCO's mandate.

6. Reference documents

UNESCO applies the principles contained in the "United Nations Guidelines for the Designation of Messengers of Peace and Goodwill Ambassadors".

7. Selection of the partner

The designation of UNESCO Honorary and Goodwill Ambassadors by the Director-General is in line with the principles set forth in the "United Nations Guidelines for the Designation of Messengers of Peace and Goodwill Ambassadors". Such designations are prepared in close coordination with the respective programme sectors, field offices and central corporate services to ensure a specific, defined role for each Honorary and Goodwill Ambassador in enhancing UNESCO's visibility and public outreach. UNESCO aligns itself with the selection and related procedures outlined in the "United Nations Guidelines".

8. Approval process of partner

The approval process of a Goodwill Ambassador is also in line with the principles, selection criteria and definitions provided in the above-cited "United Nations Guidelines for the Designation of Messengers of Peace and Goodwill Ambassadors".

Due diligence is carried out including a risk assessment to ensure the suitability of the prominent individual involving a screening carried-out by the initiator (programme sectors/ or field office) and comparative advantage and "value added" (including in terms of communication and visibility) and/or advocacy.

9. Cooperation modalities

Honorary and Goodwill Ambassadors receive a “Letter of Designation” issued by the Director-General, which sets out terms of reference of their association with the Organization. Since 2010, the length of designation is specified in the letter and an action plan is developed, describing the proposed areas of collaboration and activities foreseen in this framework.

For the duration of the association with UNESCO, the Honorary and Goodwill Ambassador will exclusively represent UNESCO in this capacity within the United Nations system, although he/she may participate in the activities of other agencies. A diploma is given by the Director-General to the Honorary and Goodwill Ambassador on the day of the designation ceremony.

The Honorary and Goodwill Ambassadors Programme ensures that the role of the individual is clearly established, including within the communication strategy of the Organization. A strategy and a flexible action plan for the two-year period, defining substantive aspects of cooperation with the Honorary and Goodwill Ambassadors are developed jointly with the programme sector(s) and field office(s) concerned, taking into account the particular area (s) of interest, availability of time of the Honorary and Goodwill Ambassador, and the potential for mobilization of extrabudgetary resources. The Programme (Unit) also facilitates the management, follow-up and evaluation of relationships.

An Annual Meeting with UNESCO Honorary and Goodwill Ambassadors, chaired by the Director-General, is held in order to inform them about the priorities and main activities of the Organization and to review their own activities. These meetings provide an important opportunity for Honorary and Goodwill Ambassadors to report on their work and initiatives, and share ideas, new proposals for joint cooperation and best practices about the projects and activities that they have undertaken in their honorary capacity over the course of the year.

The Programme of Honorary and Goodwill Ambassadors maintains regular communication with the United Nations Department of Public Information (United Nations focal point for the management of relationships with Messengers of Peace and Goodwill Ambassadors for the United Nations family), also to harmonize approaches among United Nations agencies and share experience, lessons learned and best practices.

10. Monitoring and evaluation of the partnership

Monitoring and evaluation of the UNESCO Honorary and Goodwill Ambassadors Programme activities is essentially done through periodic reporting on EX/4. In addition, the individual action plans prepared prior to the designation ceremony, which include details on the content and modalities of collaboration with UNESCO for the two years period as well as performance indicators also can facilitate such assessment and monitoring. Efforts are made to evaluate and track the impact of the activities and events of the Honorary and Goodwill Ambassadors through the media and press.

UNESCO Honorary and Goodwill Ambassadors are now designated for a period of two years. The term is renewable on the basis of mutual agreement by the parties on the basis of satisfactory fulfilment of the role and their demonstrated commitment and interest in continuing the relationship. Further monitoring and evaluation mechanisms should be developed to ensure optimal results for the relationship.

11. Financial aspects

UNESCO Honorary and Goodwill Ambassadors cooperate with UNESCO on a voluntary basis. No travel cost or hotel accommodation is covered by UNESCO when they are traveling on behalf of the Organization.

UNESCO Honorary and Goodwill Ambassadors are encouraged to make financial contributions towards the Organization's priority programmes, projects and activities.

Given the financial situation of the Organization, further efforts are being made with UNESCO Honorary and Goodwill Ambassadors to mobilize extrabudgetary resources and work out co-funding schemes.

12. Expected visibility

The Honorary and Goodwill Ambassadors Programme ensures that the role of these individuals is clearly established and reflected in the overall communication strategy of the Organization. The official website of UNESCO Honorary and Goodwill Ambassadors offers information about all personalities associated to UNESCO on an honorary basis. In particular it comprises comprehensive biographies and information about their various participations in supporting UNESCO's activities worldwide.

13. Accountability mechanism

The overall coordination of the Honorary and Goodwill Ambassadors Programme is made by the UNESCO Honorary and Goodwill Ambassadors Unit. The Assistant Director-Generals concerned are accountable for the programmatic content and relevance of the partnership. Further efforts will be made when designating Honorary and Goodwill Ambassadors to ensure a greater complementarity and alignment of the annual plan of action, terms of reference and indicators of success with the priorities of the Organization.

14. Duration

UNESCO Honorary and Goodwill Ambassadors are at present designated for a two year period, renewable on the basis of mutual agreement by the parties on the basis of satisfactory fulfilment of the role and their demonstrated interest in continuing the relationship.

15. Termination clauses

The designation of UNESCO Honorary and Goodwill Ambassador has a fixed expiry date. Should an UNESCO Honorary and Goodwill Ambassador fail to meet their obligations mentioned in their Plan of action, UNESCO may terminate the cooperation by written notice.

Upon the termination of the cooperation, the former UNESCO Honorary and Goodwill Ambassador shall not use UNESCO's name, emblem or official logo, or any abbreviation of the name of UNESCO, for promoting their Project or for any other purposes.

Upon the termination of the cooperation, the former UNESCO Honorary and Goodwill Ambassador shall inform all relevant, past, actual or potential partners (including all persons or bodies that have been informed by the Honorary and Goodwill Ambassador of their cooperation with UNESCO), that UNESCO has terminated its cooperation with the Honorary and Goodwill Ambassador and is no longer involved in its projects and activities.

16. Involvement of National Commissions

The National Commission of the Member States have a role to play at the national or regional level, to involve and support when possible, the activities and or events of UNESCO Honorary and Goodwill Ambassadors which are in line with the priorities of the Organization.

B. THE UNEVOC NETWORK

1. Purpose of the partnership

To foster further development and improvement of technical and vocational education in UNESCO Member States and strengthen their capacities to develop comprehensive and evidence-based policies for technical and vocational education and training (TVET) and support the development of sustainable societies.

2. Strategic objectives

The UNEVOC network is an inclusive world-wide learning network, made up of UNEVOC centres that are established by Member States in institutions involved in TVET, on the advice of the UNESCO-UNEVOC International Centre, Bonn, Germany and the endorsement of the country's UNESCO National Commission. The UNEVOC network at country level provides a framework for collaboration and cooperation in the development and improvement of TVET. The UNEVOC network links institutions working in the area of TVET all over the world. It fosters interaction and learning through international south-south and north-south-south cooperation. The aim of the UNEVOC network is to improve technical and vocational education and training by providing an environment for exchange and mutual assistance among TVET experts and institutions that are faced with similar challenges in different parts of the world. By further engaging, involving and empowering the UNEVOC centres, the capacities and capabilities of UNEVOC network can be extended and strengthened. More specifically, the UNEVOC network has the following three objectives:

- to improve TVET in member states by promoting and fostering international collaboration and partnerships and cooperation among TVET practitioners, civil society, local communities, researchers and policy-makers;
- to develop the capacities of UNEVOC Centres and associated TVET practitioners by providing various forms of technical assistance; and
- to share promising practices and innovations in TVET, through the promotion of research and practised-based evidence.

3. Strategy for engagement

At different international meetings on TVET organized by UNESCO, Member States have called for the capacities and capabilities of the UNEVOC Network to be strengthened so that it can be properly engaged to support the effective and timely implementation of UNESCO's Strategy for TVET and also perform their clearing house and knowledge development role. This includes the production, collection and dissemination of evidence demonstrating the multiple and diverse policy approaches for transforming and expanding TVET. As a result, the UNESCO-UNEVOC International Centre, through the UNEVOC Network, has developed effective organization and management mechanisms to foster more engagement among Member States and the TVET communities. These aforementioned mechanisms include the closer communication between the UNESCO-UNEVOC International Centre and the different Regions and Clusters within the Regions. In addition, the formation of a Cluster Coordinator per region, allows for a stronger input of centres with regards to current and future UNEVOC activities, thereby also increasing the relevance of these activities for the relevant UNEVOC centres and the network as a whole. And finally, the new network portal provides an interactive and dynamic tool, which includes uploading possibilities, for UNEVOC centres to communicate among each other and with the International centre more frequently and effectively.

The so-far success and future potential of these mechanisms is evidenced by the increased communication between the cluster coordinators and their respective clusters in engaging UNEVOC centres in productive dialogue. In addition, the increased usage of the network portal

shows acceptance and appreciation of centres of this tool. And finally, there has been an uptake of follow-up and independent initiatives following meetings and forums organized by UNESCO-UNEVOC International Centre.

Although, these mechanisms are still at an early stage of their development, the resonance so far has been extremely positive and an encouraging trend. This trend can and should be further strengthened by the continued involvement of the UNEVOC network members.

4. Future outlook for harnessing the potential of this type of partnership

The UNEVOC network strengthens UNESCO's links with TVET policy makers, professionals, researchers and communities of practice and has a potential to contribute to the formulation and delivery of UNESCO's programmes and to achieving EFA and the MDGs.

It is expected that association with the UNEVOC Network will enable the centres to have access to national bodies and to governments for advocacy and fund raising. This partnership will thus be greatly useful to the country in the development of its national education and TVET policies and related capacity building. To harness the potential of this partnership, clear guidelines and criteria have been developed and agreed upon for the admission of new centres in the Network in co-operation with the existing members and UNEVOC Cluster Coordinators. Membership is conditional on being agreeable and responsive to the goals of the UNEVOC Network and its on-going survival and growth. The purpose of establishing clear membership criteria is not to exclude certain centres but to avoid having a large number of "inactive" centres. Potential UNEVOC centres should have a clear idea of what their role and responsibilities will be if they join the network and what they will gain by becoming members.

5. Special features

The UNEVOC network is a network of TVET institutions that works on a global level. The members that make up the UNEVOC network are TVET institutions in UNESCO Member States. These institutions are called UNEVOC centres. UNEVOC centres can be TVET departments within ministries of education, national bodies dedicated to TVET policy development, TVET departments within universities, TVET institutions at the secondary or post-secondary school level or networks and NGOs promoting TVET. This diversity ensures that all important stakeholders in the TVET community are represented and have their say in the global debate on technical and vocational education and training.

6. Reference documents

- 30C/Resolution 9 of General Conference, 1999: Authorized the Director General to establish the UNESCO International Centre for Technical and Vocational Education and Training in Bonn
- 171 EX/Decision 23(2005):"Revised and completed principles and guidelines regarding the establishment and operation of UNESCO institutes and centres (category 1) and institutes and centres under the auspices of UNESCO (category 2)"

7. Selection of the partner

Demonstrated commitment, active presence in the national and regional TVET landscape, and strong endorsement by the national commission are criteria for selecting UNEVOC centres. These criteria are currently being revised. The revision includes the future inclusion of Cluster Coordinators in the selection process by requesting their recommendation. Furthermore, future criteria will also focus on the potential contribution of the possible centre to enhance the quality of the UNEVOC network. The UNEVOC network provides its members with opportunities to collaborate with one another at the regional and international level by organizing joint activities and face-to-face meetings in the field of TVET. Network members can share their countries'

experiences with one another, discuss issues of common relevance and contribute news, events and resources on the UNEVOC network portal. The Network increases the visibility of the member institution and offers opportunities for potential partnerships with like-minded institutions. Network members also have privileged access to the UNESCO-UNEVOC International Centre's publications and online services. UNEVOC centres actively and regularly contribute to UNEVOC portal in order to ensure a continued flow of knowledge and expertise. In addition, UNEVOC centres are expected to act as national focal points for institutions at country level seeking information about the UNEVOC network.

8. Approval process of partners

A TVET institution is recognized as a partner of the network, through the following process:

- formal application of the potential partner;
- the relevant National Commission's endorsement of the application;
- recommendation by the relevant Cluster Coordinator, to ensure suitability of membership;
- risk assessment and recommendation by the UNESCO-UNEVOC International Centre.

Each application is reviewed by the UNESCO-UNEVOC International Centre after consultation with the National Commission and the UNEVOC cluster coordinator of the region, which makes a recommendation on the suitability of the applying institution to join the UNEVOC network in accordance with the UNEVOC manual.

Proposals to become a UNEVOC centre within the network must meet a number of criteria and the Centre has to agree to work actively for the development of TVET. Among the activities and criteria to be fulfilled by the centre are the following:

- develop, lead and coordinate a national network to assist national TVET policy development;
- develop and share innovative TVET practices;
- participate in resource development, online services and clearing house function of the international centre;
- dissemination of TVET messages and publications;
- Informing the global TVET debate;
- organize at least one TVET-related activity per year;
- facilitate and participate in UNEVOC Network capacity development activities;
- report and share relevant experiences regarding TVET, to and with the network;
- engage in transnational cooperation processes;
- update relevant data in the network portal.

9. Cooperation modalities

The UNEVOC Centre, in consultation with the UNESCO-UNEVOC International Centre, appoints a contact person, who is selected by means of a procedure to be mutually agreed upon. The centre submits a plan of action and an annual report to the UNESCO-UNEVOC International Centres

presenting the activities carried out by the centre. If approved by the international centre, this report is distributed in the UNEVOC network. The international centre contributes to the international dissemination of information on the experience and potential benefits of the activities of the centre at the regional and international levels. The international centre takes the necessary steps to facilitate the participation of the centre in its programmes and activities with a view to strengthening national, regional and international cooperation in the field of TVET policy making, research and its application for national development. The UNEVOC centre assumes all expenses linked to the implementation of activities undertaken by the centre. Neither the UNEVOC centre nor any member of its staff employed for the implementation of the activities linked to the centre is considered an agent, representative or member of UNESCO's staff, nor do they enjoy any benefit, immunity, remuneration or reimbursement if not clearly foreseen in a written document. Moreover, they are not authorized to present themselves as being part of UNESCO, or make statements on UNESCO's behalf, or commit UNESCO to any expense of any nature or to any other obligation.

The actions of the UNEVOC centre in the UNEVOC network include the development and leading of a national network and to gather information on national TVET policies, systems and good practices, national needs regarding the development and strengthening of TVET, and innovative approaches. These could then be disseminated, transferred and adapted, to share information with other UNEVOC centres and to report on experiences regarding TVET in their own country and report back to the Network. UNEVOC centres also need to be engaged in trans-national cooperation processes and projects, to contribute (when possible) to UNESCO publications and data bases, to present an annual action plan and to update relevant data to be included in the UNEVOC portal.

In accordance with the terms of the agreement mentioned above, UNESCO takes steps to facilitate the participation of the partner in its programmes and activities with a view to strengthening cooperation in the field of TVET and its applications for national development. Wherever possible, UNESCO encourages the exchange of experience among the UNEVOC centres within the network. Moreover, the International Centre endeavours to associate the partners with the activities of other UNEVOC cooperation programmes focusing on similar or closely related themes. Finally, UNESCO plays a proactive role in fostering partners' networking.

10. Monitoring and evaluation of the partnership

Quality performance is of paramount importance to the UNEVOC network. The intention is for the UNEVOC network to become a TVET pole of excellence and innovation. The first level of evaluation is the approval process of membership endorsed by the UNESCO National Commission and the UNEVOC cluster coordinator of the region. The annual report of the centre ensures that the centre is carrying out activities in the field of TVET and thus assisting in improving policy formulation and implementation and in improving capacity in developing country partners. UNEVOC Cluster Coordinators are also requested to provide progress reports annually to the International Centre to inform on the impact of the activities in the Cluster on promising practices, capacity-building, knowledge sharing and national/regional policy formulation. The UNESCO-UNEVOC International Centre is in the process of developing a results-based management approach with regards to the monitoring and evaluation of the Centre and the host institution.

Other forms of evaluation are organized by UNESCO with the National Commissions for UNESCO playing a key role.

11. Financial aspects

Proposals for the establishment of new UNEVOC centres must include evidence of resources secured or committed for the implementation of activities planned as the availability of resources (human and financial) is among the evaluation criteria. These resources are managed directly by the partner. UNESCO-UNEVOC International Centre regular programme funds and other extra-budgetary resources serve essentially to foster the UNEVOC networking, sharing of knowledge and good practices, and to enhance their cooperation with UNESCO in TVET.

12. Expected visibility

The UNEVOC centre is expected to be recognized as a knowledge hub and facilitator of TVET for development in their respective country, thereby enhancing the visibility of UNEVOC network. Furthermore, the centre should be recognized as playing a significant role in the formulation of TVET policies.

To further ensure the visibility of the partnership, the cooperation programmes undertaken by UNEVOC network are invited to use the banner of the UNESCO-UNEVOC International Centre in all promotional and information materials published by the partner in relation to activities of the UNEVOC cooperation programme.

The UNESCO-UNEVOC International Centre makes available relevant information on the UNEVOC partners on the UNEVOC network portal (name of the partner, partners' activities, the contact details, objectives and concrete activities, partners, website, the name and contact details of its UNEVOC Focal Point, as well as information on important upcoming events, publications, etc.).

13. Accountability mechanism

Several mechanisms are in place to facilitate the implementation of the partnership. These include the Programme coordination team, under the responsibility of the Head of the UNEVOC Network in the Bonn International Centre; it is proposed to establish an Advisory Board comprised of cluster coordinators from every region and other representatives who will be identified. In addition to these, the UNESCO Regional Offices Cluster and national offices, contribute actively and substantively to the efficient implementation and monitoring of the UNEVOC Network activities.

The Head of the UNESCO-UNEVOC International Centre is responsible for the overall coordination and management of the Programme under the supervision of the Director of Basic Learning and Skills Development and the authority of the Assistant Director-General for Education (ADG/ED). ADG/ED reports to the Director-General on the overall programme implementation, proposes new programme strategic orientations to the Director-General for approval and decides on allocation of ED resources (staff and funds).

The responsibilities of the International Centre cover all programme areas, ranging from the support provided to UNEVOC centres wishing to work on a project proposal, to the establishment of new UNEVOC centres, the renewal of agreements, monitoring and evaluation, communication, reporting, etc. The Head of the UNEVOC International Centre supervises the activity of the Network through the staff in-charge of the UNEVOC network in cooperation with regional contact points. All these responsibilities are discharged in close consultation and cooperation with the UNEVOC cluster coordinators, UNESCO regional and field offices, National Commissions for UNESCO and the potential partners themselves.

14. Duration

UNEVOC centres are established for an initial period of four years with provision of renewal upon performance and mutual consent.

15. Renewal clauses and Termination clauses

Following a report by the cluster coordinators the membership to the network is renewed. The renewal of agreements is processed through an exchange of letters between the UNESCO-UNEVOC International Centre and the host institution of a UNEVOC centre. The institution or institutions concerned send a letter to the UNESCO-UNEVOC International Centre requesting the renewal of the agreement. Whether or not UNESCO approves the renewal of the agreement will depend on the assessment of the work done by the UNEVOC centre within the network (its quality,

relevance and concordance with the objectives and mandate of UNESCO-UNEVOC) and appropriate funding obtained.

When UNEVOC centres do not fully comply with the terms of the agreement, the International Centre, with the assistance of the UNEVOC cluster coordinator and the relevant National Commission, exercises its right to delist the Centre and remove it from the UNEVOC network. Circumstances under which the delisting or non-renewal take place includes: failure to update centre details and to submit progress reports; progress reports are evaluated negatively; activities carried out by the Centre do not correspond to UNEVOC network goals.

16. Involvement of National Commissions

As a key programme actor, National Commissions for UNESCO endorse the nomination of TVET institutions to become UNEVOC centres ensuring that potential centres meet eligibility criteria; facilitate networking, sharing of information and good practices among UNEVOC Centres established in the country; make information available on the activities carried out by the UNEVOC centres as well as the activities organized by them at the national, regional and global levels.

C. CATEGORY 2 INSTITUTES AND CENTRES UNDER THE AUSPICES OF UNESCO

1. Purpose of the partnership

Category 2 institutes and centres under the auspices of UNESCO form an important part of UNESCO's network and as a general rule represent an effective partnership model for UNESCO's programme delivery, significantly contributing to priority areas in UNESCO's fields of competence.

2. Strategic objectives

Category 2 institutes and centres contribute to the achievement of UNESCO's strategic programme objectives and sectoral or intersectoral programme priorities and themes. These entities impact on the attainment of programme results at the Main Lines of Action (MLA) level of the UNESCO programme and budget (C/5), whether realized through individual action, joint action with other category 2 institute(s) or centre(s) or through joint implementation with the Secretariat. Category 2 institutes and centres also play considerable role in helping the Organization achieve programme objectives for which sectoral expertise or resources are not sufficient.

3. Strategy for engagement

The operational frame of cooperation with category 2 institutes and centres is guided by the integrated comprehensive strategy (35 C/22 and Corr.) approved by the General Conference of UNESCO at its 35th session. This strategy, as well as the guidelines concerning the creation of category 2 institutes and centres and a model agreement between UNESCO and a Member(s) State(s) concerned, is complemented by the guidance note for applying the integrated comprehensive strategy (190 EX/18 Part I), and the guidance note for the renewal assessment procedures (190 EX/INF.16). Further to this global strategy, UNESCO programme sectors have also developed their own specific sector strategies on their engagement and interaction with relevant category 2 institutes and centres on specific themes.

4. Future outlook for harnessing the potential of this type of partnership

While the network is providing specific expertise contributing to the implementation of strategic objectives of UNESCO, the rapidly rising number of category 2 institutes and centres places increased pressure on core resources of the Organization. Strategic guidance, networking, monitoring, transparency, reporting, review and assessment are requirements to ensure a successful partnership through these partnership entities supported by Member States.

5. Special features

Category 2 institutes and centres under the auspices of UNESCO are a modality without precedence in the United Nations system. This network includes some internationally recognized institutions – leaders in their field providing opportunities to showcase and share the capacity, technical expertise, and knowledge of Member States. They have the potential to act as resource hubs to foster international collaboration, networking and synergies, through their complementary specializations in specific areas of UNESCO's action, also in promoting South-South, North-South and triangular cooperation.

6. Reference documents

- 35 C/Resolution 103 – Implementation of the guidelines and criteria for category 2 institutes and centres,
- 35 C/22 and Corr – Integrated comprehensive strategy,
- 190 EX/18 Part I – Guidance note for applying the integrated comprehensive strategy,
- 190 EX/INF.16 – Guidance note for the renewal assessment procedures,
- 189 EX/INF.5 – Mapping of established category 2 institutes and centres.

7. Selection of the partner

According to the integrated comprehensive strategy (35 C/22 and Corr.) the designation as a category 2 institute and centre may be granted to an existing entity or to an institution in the process of being created, based on the written proposal by one or several Member States. Each category 2 institute and centre must be independent of UNESCO and have the legal capacity necessary for the exercise for its function under the laws of the country in which it is located. Hence, UNESCO is not legally responsible for them and it shall bear neither responsibility nor liabilities of any kind, be it managerial, financial or otherwise. Category 2 institutes and centres shall neither be headed by nor employ UNESCO staff members. UNESCO, however, must be represented as a full member in the governing body of each category 2 institutes or centres.

The activities of category 2 institutes and centres must be global, regional, sub-regional or interregional in scope. These institutes and centres could be sponsored and supported by one Member State or by a broad coalition of Member States. Entities with a national scope only do not qualify for designation as category 2 institutes and centres. Each category 2 entity shall contribute to the achievement of UNESCO's strategic programme objectives and sectoral or intersectoral programme priorities and themes, and by doing this prove the highest degree of quality, excellence and sustainability in its specific expertise in one or various domains of UNESCO's competence, as well as thus broadening the Organization's global impact and relevance.

8. Approval process of partner

The procedures for the establishment of relations between UNESCO and the institutes and centres shall comprise four stages, following the guidelines, contained in documents 35 C/22 and 190 EX/18 Part I:

- (i) the written proposal submitted to UNESCO from a Member State or group of Member States, which must include the necessary particulars, described in the guidelines;
- (ii) the feasibility study to be undertaken by the Secretariat of UNESCO upon the approval of the proposal by the Director-General;

- (iii) examination by the Executive Board of the feasibility study and of a draft agreement which shall be submitted to it by the Director-General, and further recommendations by the Board to the General Conference;
- (iv) resolution by the General Conference which will decide about the establishment of an institute or centre under UNESCO's auspices, by which it also authorizes the Director-General to conclude an agreement between UNESCO and the Member State(s) concerned.

9 Cooperation modalities

The feasibility study on the establishment of the category 2 institute or centre made by the Secretariat of UNESCO upon the Director-General's decision, following the application by a Member State or group of Member States, will provide a cooperation frame clearly indicating how the proposed institute or centre would fulfil one or many of the main objectives of the Organization. Cooperation modalities shall, more generally, be in line with the provisions of the integrated comprehensive strategy for category 2 institutes and centres (35 C/22 and Corr.), i.e. contribution to UNESCO's action at different geographical levels, in collaboration with relevant UNESCO Field Offices and with National Commissions for UNESCO, to Organization's visibility and reporting exercises on results; and more particularly – with specific strategies of UNESCO programme sectors for interaction, joint engagement and implementation. The terms of the agreement signed between UNESCO and a Member State or group of Member States concerned regarding a category 2 institute or centre shall appropriately reflect these modalities.

10. Monitoring, evaluation, review and renewal of the partnership and reporting on its results

This is directed by rules contained in the integrated comprehensive strategy for category 2 institutes and centres (35 C/22 and Corr.) under parts A.3 Periodic review and evaluation, B.4 Reporting on results, C. Coordination and reporting and H.2 Establishment of review committees. Directors of all category 2 institutes and centres shall be required to submit to UNESCO a biennial progress report with information on activities performed under the scope of the agreement. In line with the results-based management (RBM) approach, programme sectors shall include into Director-General's reports on programme implementation (C/3 and EX/4 documents) and in the System of Information on Strategies, Tasks and the Evaluation of Results (SISTER), information on the contributions of activities by category 2 institutes and centres.

The appropriate scheme for the renewal review process is described in the guidance note for the renewal assessment procedures (190 EX/INF.16), including the purpose of the review, the review team, roles and responsibilities, and the scope. The renewal review process shall be initiated by the Director-General at least six months prior to the expiration of the agreement. It shall be carried out by sectoral focal point(s) for the specific category 2 institute or centre in direct coordination with the Bureau of Strategic Planning (BSP), as designated UNESCO global focal point, the Internal Oversight Service (IOS) and with the Office of Legal Affairs (LA). Upon the revision by the intersectoral Review Committee, the Director-General, if in agreement, reports on the results of this renewal review to the Executive Board. Board's approval will be required before the Director-General can renew an agreement. Should the Executive Board recommend denunciation of the agreement, this recommendation will be brought before the General Conference for its final decision. The host Member State(s) shall then be duly informed of the Executive Board's decision, and in case of discontinuation, the resolution of the General Conference.

11. Financial aspects

According to the integrated comprehensive strategy for category 2 institutes and centres (35 C/22 and Corr.), UNESCO shall have no financial obligations or accountability for the operations, management and accounting by any category 2 institute or centre and shall not provide financial support for administrative or institutional purposes. While UNESCO is not required to provide direct

funding to category 2 institutes and centres, there are nevertheless costs implications. As indicated in the strategy in E.1.2 under Financial obligations, these costs are related to the preparation of feasibility studies, and the participation of a staff member acting as the representative of the Director-General in the annual meetings of the governing body of a category 2 institute/centre. In addition to the direct costs, there may also be considerable staff time involved, as well as costs associated with liaising and engaging with the growing number of institutes and centres. Lastly, the costs of conducting assessments and reviews of institutes and centres before the renewal of agreements will also have to be taken into account, including the UNESCO staff time and engagement of consultants and experts.

To reduce the financial burden on the Organization's limited resources, Member States or individual institutes and centres shall be invited to fund voluntarily or to explore the possibility of extrabudgetary resources to cover full cost to UNESCO of feasibility studies, participation in institute/centre governing body meetings and for all renewal review assessments, including the mission costs of the experts. The Executive Board in its decision 190 EX/Decision 18(I) recommended that the General Conference, at its 37th session, amend the current integrated comprehensive strategy for category 2 institutes and centres (35 C/22 and Corr.) so as to reduce the cost to UNESCO of maintaining this network in terms of human and financial resources, whereby this burden sharing by Member States would become mandatory.

12. Visibility

UNESCO's partnerships with category 2 institutes and centres bring a high potential for increasing the visibility of UNESCO. Category 2 institutes and centres shall be allowed to use UNESCO's name and/or logo in accordance with the conditions and procedures established by UNESCO. They are encouraged to deliver high-quality work with a view to contributing to the objectives of UNESCO and promoting its impact, relevance and visibility in the field, especially in countries and regions where they conduct activities. BSP comprehensive global website to enhance the visibility of the category 2 institutes and centres, and to strengthen the monitoring of the network provides strategic information on all entities that have been approved by the General Conference. The Education Sector has developed a specific cooperation mechanism allowing centres under its responsibility to share information and learn from the experience of the other centres and all sectors have created specific web pages on their relevant category 2 networks which are hyperlinked with the global website.

13. Accountability mechanism

According to the Review of the Management Framework for UNESCO category 2 institute and centres prepared by IOS certain reputational risks exist as the category 2 institutes and centres carry the UNESCO logo and operate under the auspices of UNESCO but remain external bodies not integrated into UNESCO's operational controls and oversight. To address this, basic oversight and accountability measures shall include clear audit and investigative cognizance. The current integrated comprehensive strategy for category 2 institutes and centres (35 C/22 and Corr.) and associated procedures do not include reference to audit nor is there indication that these elements of oversight are considered in establishing or renewing the partnership agreements. The strategy does not make provision for including statutory audit requirements as part of the feasibility study or of the renewal review assessment. This action shall need to be endorsed by UNESCO's governing bodies, in order to mitigate reputational implications of these partnerships, the basic elements of audit authority, periodicity and reporting as well as authority to investigate misconduct, which can be introduced to the framework.

14. Duration

The agreement for the establishment of an institute or centre as a category 2 institute/centre shall be concluded for a definite time period, not exceeding six years.

15. Termination clauses

Each of the contracting parties shall be entitled to denounce this Agreement unilaterally, by sending notification to the other contracting party. Non-compliance with the terms of the agreement, non-operational agreements, failure to submit progress reports, negatively evaluated progress reports; institute/centre's activities which are not corresponding to UNESCO's programme objectives represent conditions under which UNESCO could terminate or not renew an agreement following the provisions described above in point 8.

16. Involvement of National Commissions

Category 2 institutes and centres contribute to UNESCO's action at different geographical levels, in collaboration with relevant UNESCO field offices and with National Commissions for UNESCO. UNESCO sectors' strategies shall identify areas for joint programme implementation where greater synergies could be promoted in that regard. National Commissions for UNESCO shall provide funding, facilitate networking, make available and share information on the activities carried out by category 2 institute(s) and centre(s), contribute to and participate in monitoring, evaluations and review exercises, UNESCO conduct with regard to the category 2 institute(s) and centre(s).