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FOLLOW-UP TO DECISIONS AND RESOLUTIONS ADOPTED BY THE EXECUTIVE BOARD AND THE GENERAL CONFERENCE AT THEIR PREVIOUS SESSIONS

PART III – MANAGEMENT ISSUES

COMPREHENSIVE PARTNERSHIP STRATEGY

Summary

The 190th session of the Executive Board broadly endorsed the umbrella statement of the “Policy Framework for Strategic Partnership: a comprehensive partnership strategy” (190 EX/21 Part II) and the accompanying separate strategies for engagement with individual categories of partners (190 EX/INF. 7).

Partnership Strategy including Goodwill Ambassadors, the UNEVOC network and the category 2 institutes and centres was presented to the Executive Board at its 191st session (191 EX/16.INF.3). The Director-General was also requested to provide specific targets and expected results aligned with the four-year programmatic period of document 37 C/5 within a document comprising the complete comprehensive partnership strategy including all categories of partners to the 192nd session of the Executive Board.

This document provides the consolidated Comprehensive Partnership Strategy comprising the umbrella statement which defines the overall framework for partnership and separated strategies for engagement with individual categories of partner, including the related targets and expected results, aligned with the four-year programmatic period of document 37 C/5.

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Introduction

1. The “Comprehensive Partnership Strategy” is comprised of an umbrella statement which defines an overall framework for partnerships. This is set out in 190 EX/21 Part II. Separate strategies for engagement with individual categories of partner were set out in two INF documents: 190 EX/INF.7 and 191 EX/16.INF.3.
2. The categories of partners covered by the “Comprehensive Partnership Strategy” in its integrity are the private sector, bilateral government donors, media companies, NGOs, parliamentarians, UNESCO Clubs and UNITWIN/Chairs, UNESCO Associated Schools Project Network, Goodwill Ambassadors, the UNEVOC Network and the category 2 institutes and centres.
3. All individual strategies are analysed according to a set of common criteria. The arrangements in place are not uniform. They are tailored to the particular type of partner concerned, the nature of the cooperation with UNESCO and the level of risk perceived.
4. National Commissions are considered as an integral part of UNESCO and are therefore not treated as external partners in the document. Where applicable, the role of National Commissions for UNESCO is described in the analysis of individual strategies.
5. The “Policy Framework for Strategic Partnerships: a Comprehensive Partnership Strategy” was a response to:
 - (a) Recommendations made in the Independent External Evaluation of UNESCO and by the Executive Board’s Ad Hoc Working Group on the Independent External Evaluation of UNESCO, in particular the “need for UNESCO to develop a comprehensive policy and accountability framework for strategic partnerships that looks outwards to civil society, expert communities and the private sector”.
 - (b) The Executive Board’s invitation to the Director-General “to develop, in close cooperation with Member States, a draft comprehensive and outward-looking UNESCO policy framework for strategic partnerships, to be submitted to it at its 187th session for transmission to the General Conference at its 36th session” and its suggestion “to include in the comprehensive policy framework distinct strategies for each category of partners, within the whole range of UNESCO’s programmes”.
6. The 190th session of the Executive Board broadly endorsed the umbrella statement of the “Policy Framework for Strategic Partnership: a comprehensive partnership strategy” (190 EX/21 Part II) and the accompanying “separate strategies for engagement with individual categories of partners” (190 EX/INF.7).
7. At the same time, the Executive Board requested UNESCO to include in the strategy three additional categories of partner, namely the Goodwill Ambassadors, the UNEVOC network and the category 2 institutes and centres.
8. The Secretariat was also requested to elaborate specific targets and expected results which take into account the specificities of each category of partner.
9. For the 191st session of the Executive Board, the strategies for the three additional categories of partner were submitted to the Board in their integrity as an INF. (191 EX/16.INF 3).
10. Since targets and expected results for each category of partner, aligned with the four-year programmatic period of the C/5 document, should be based on the draft document 37 C/5 as reviewed by the 191st session of the Executive Board, the Director-General was requested to include targets and expected results for each category of partner within a document comprising the complete comprehensive partnership strategy. The present document is presented to the 192nd session of the Executive Board as 192 EX/5 Part III INF.

11. Once endorsed by the Board, the comprehensive strategy should subsequently be adapted as appropriate in the light of the resolutions by the General Conference at its 37th session and posted thereafter on UNESCO's partnership website.

12. The Director-General was requested to ensure that each ensuing C/5 document contains an annex with the targets and expected results for each category of partner covered by the Comprehensive Partnership Strategy.

1. UMBRELLA STATEMENT

I. Scope of the comprehensive partnership strategy

1. UNESCO relies on a broad and diverse set of collaborative relationships and partnerships to pursue its mission and implement its programmes.

2. The comprehensive UNESCO partnership strategy is underpinned by an umbrella statement which defines an overall framework for partnerships developed and entered into by UNESCO. At its 187th session, the Executive Board stressed the need to refine the umbrella statement presented at that session in the light of its discussions, and requested the Director-General to “to refine further the umbrella statement on partnerships, in the light of the discussions at its 187th session, and to further expand and complement it through separate strategies for engagement with the private sector, media companies, civil society and non-governmental organizations (NGOs), parliamentarians, Associated Schools, UNESCO Clubs, UNESCO Chairs and other partners”. The present umbrella statement also addresses the role that National Commissions are expected to play as integral members of the UNESCO family in the context of UNESCO’s cooperation with each category of partner. Bilateral government donors who engage with UNESCO in partnership on specific themes, programmes and institutions, over and above their contribution to UNESCO as Member States, are also included here as a category of partner. Category 2 institutes and centres however fall outside the scope of the strategy, as the General Conference has adopted a separate strategy for these entities.

3. A coherent set of strategies using common criteria has been developed for individual categories of partner, as contained in 190 EX/INF.7 “**Separate strategies for engagement with different categories of partner**”. The analysis of the various individual strategies demonstrates where opportunities lie for developing complementarities and interaction between these strategies. Conversely, it also highlights the diversity of partners involved in elaborating and implementing UNESCO’s programme and where opportunities exist for a tailored approach. These diverse partners cooperate with UNESCO both on an individual basis, through their participation in wider multi-stakeholder partnerships.

4. The present document has sought to streamline individual partnership strategies, avoid overlaps, develop complementarities and interaction between individual partnership strategies, and clarify the role played by National Commissions. The document also draws on the work of the consultant engaged in 2010 to help develop a forward-looking and organization-wide approach to partnerships. Key points made by the consultant were the need to achieve clarity of terminology when describing partnership activities, to recognize the value UNESCO brings to partnerships, to organize existing resources, to prioritize partnership support, to streamline approval processes and to build an in-house culture of partnership learning.

II. UNESCO’s rationale for engagement with partners

5. UNESCO’s rationale for partnerships includes the following:

- (a) To promote the understanding of UNESCO’s goals and ideals and work towards the implementation of its programmes at various levels;
- (b) To build alliances for advancing UNESCO’s programme priorities and values;
- (c) To access technical and technological expertise and support;
- (d) To draw on specialist support and involvement;

- (e) To mobilize financial and in-kind resources to strengthen the scope, outreach, visibility and effectiveness of UNESCO's action and presence in the field, and to complement the regular programme, its results and impact;
- (f) Support policy- and decision-making by UNESCO;
- (g) Reinforce the understanding, ratification, implementation and monitoring of UNESCO's normative frameworks;
- (h) Advance teaching, learning and research that supports the development of sustainable knowledge societies;
- (i) Ensure that UNESCO's key messages reach as wide an audience as possible.

6. The principles which apply to the way in which UNESCO engages with partners in general include the following:

- (a) **Shared objectives:** define a common purpose with mutual benefit that is consistent with UNESCO's mandate and its programme objectives and priorities;
- (b) **Equality:** within the partnership, partners should have equal status;
- (c) **Legality:** the partners with whom UNESCO engages should have an established legal status and demonstrable track record;
- (d) **Clarity:** clearly define each party's responsibilities, roles and contributions;
- (e) **Transparency:** both parties must be able to raise issues concerning the quality of the working relationship and the ongoing roles and contributions of each party;
- (f) **Fairness:** provide no unfair advantage to any individual partner;
- (g) **Accountability:** all forms of cooperation must be reality-based, action-oriented and produce concrete measurable results;
- (h) **Sustainability:** the scope and results of a cooperation should be sustainable beyond a partnership duration, without dependence on ongoing contribution by one or both partners, thereby ensuring ownership by the end-beneficiaries.

7. Appropriate checks and assessments need to be put in place for:

- (a) **Risks:** Identify areas of greatest risk at the outset, both in relation to a potential partner and the proposed nature of a partnership;
- (b) **Commitment:** Consider the time and human resource commitments required to implement joint activities;
- (c) **Decision-making:** Consider a decision-making model and mechanism appropriate to the nature of a partnership (i.e. number of partners, scale of activities, timelines, geographic scope);
- (d) **Outcomes and results:** Define on objectives/goals, outcomes and expected results;
- (e) **Benefits:** Ensure that a partnership delivers tangible and measurable benefits to beneficiaries as well as to partners.

8. UNESCO will not cooperate with entities which:
 - (a) are involved in any product, services or activities that conflict with UNESCO's mandate or undermine UNESCO's work and reputation;
 - (b) are complicit in human rights abuses, tolerate forced or compulsory labour or the use of child labour;
 - (c) are directly involved in the sale or manufacture of antipersonnel landmines or cluster bombs, or otherwise do not meet relevant obligations or responsibilities required by the United Nations;
 - (d) are violating sanctions approved by the United Nations Security Council.
9. The benefits that UNESCO brings to partnerships may be summarized as follows:
 - (a) UNESCO has an established reputation in its fields of competence on which is built a strong global brand;
 - (b) UNESCO is recognized as an impartial interlocutor, particularly within governmental and academic circles;
 - (c) With its convening power and global outreach, UNESCO acts as a bridge-builder between local/national aspirations and global policy-making objectives and as a champion for intercultural dialogue;
 - (d) As a catalyst for new thinking, UNESCO contributes to setting international and national agendas;
 - (e) UNESCO's expertise in certain key areas of its mandate are unique in the United Nations system and the wider global arena (e.g. heritage, freedom of expression, cultural expressions);
 - (f) UNESCO can ensure delivery in fragile states and post-conflict and post-disaster situations and in critical areas like education, protection of cultural heritage or journalism training;
 - (g) With its combination of expertise in education, the sciences, culture and communication, UNESCO can tackle complex multifaceted problems of the contemporary world at global, regional and national levels in an interdisciplinary manner;
 - (h) UNESCO has at its disposal a number of unique networks with access to governments, academia, educational outlets, the research community, creative communities and cities, civil society, business corporations and associations, the media and a range of organizations of the United Nations system.
10. The way in which partners work with UNESCO takes a number of different forms, inter alia:
 - (a) Consultation on the elaboration of UNESCO's programme
 - (b) Implementing UNESCO's programme;
 - (c) Contributing to the development of policies, standards and norms that are linked to UNESCO's mandate;
 - (d) Providing technical assistance and advisory services;

- (e) Supporting UNESCO's advocacy and policy dialogue efforts;
- (f) Monitoring of progress against established goals and results;
- (g) Providing cash contributions to UNESCO;
- (h) The provision of in-kind contributions; this could include seconded personnel, or volunteers, equipment, or media related products and services.

III. Resource mobilization through partnerships

11. With regard to the categories of partner covered by the present strategy, resources are primarily mobilized for UNESCO's programmes through cooperation with bilateral government partners, and private sector partners. In 2010, UNESCO received US \$204 million from bilateral government donors, and for 2011 the corresponding figure was \$195 million. Through cooperation with private-sector entities, UNESCO mobilized around \$21 million in 2010 and \$31 million in 2011. In some cases, NGOs may also make financial contributions to UNESCO for the execution of certain programme elements.

12. UNESCO also makes financial and in-kind contributions to partnerships. In-kind contribution may include staff time, knowledge resources, and access to networks or communication channels. With regard to NGOs, UNESCO may make financial contributions to entities which are expected to make a particularly effective contribution to the implementation of its programme. The different kinds of financial contributions are detailed in the Directives concerning the Partnership with NGOs (see the 190 EX/INF.7 with separate strategies). UNESCO also contributes resources to the organisation of subregional, regional and international meetings of parliamentarians. UNESCO Clubs generate their own resources through membership fees and/or receipts from public functions organised by the clubs themselves. UNESCO Chairs/UNITWIN are similarly self-financed. In the two latter cases, UNESCO's regular programme funds are deployed to foster networking between the partners, to promote the sharing of knowledge and good practice and to enhance cooperation with UNESCO sectors and field offices.

IV. Strategy for engagement with and management of UNESCO's partnerships

13. While the scope and depth of UNESCO's partnerships attest to the ability of the Organization to attract diverse partners for the delivery of results, UNESCO needs to define clearly its strategy for engagement with each category of partner and relevant networks of partners. The management of these partnerships calls for particular attention to benefits and costs as well as to reputational and other risks that may be incurred when engaging with partners.

14. In this regard, comprehensive arrangements need to be in place to ensure the efficient and sustainable management of UNESCO's partnerships, such as:

- (a) clear principles for engagement with partners;
- (b) established procedures for the selection and, where appropriate, the accreditation of a partner, the renewal of a partnership, and eventual disengagement from a partnership;
- (c) an accountability framework for the development, implementation and assessment of a partnership;
- (d) clear rules for and efficient management of the use of UNESCO's name and logo;
- (e) modalities for joint planning and monitoring;
- (f) evaluation of results.

All of the above are analysed in detail under the individual strategies for engagement with different categories of partners set out in 190 EX/INF.7. The arrangements in place are not uniform. They are tailored to the particular type of partner concerned, the nature of the cooperation with UNESCO and the level of risk perceived.

15. Generally speaking, the accountability for the development and implementation of a given partnership in accordance with UNESCO's programme priorities and regulations and rules lies with the programme sectors. For various categories of partnership, overall coordination relating to the formal aspects of cooperation is ensured either by the Bureau of Strategic Planning (private sector, bilateral government donors), or the Sector for External Relations and Public Information (NGOs, parliamentarians, clubs, media), or concerned programme sectors (in case of the UNITWIN/UNESCO Chairs Programme). For partnerships, with financial implications, or involving non-standard financial and legal arrangements, the programme sectors are accountable for ensuring that the appropriate checks have been undertaken by the Bureau for Financial Management and the Office of Legal Affairs. Decisions to engage in significant private sector partnerships may be subject to ad hoc prior review by UNESCO's senior management.

16. As a central component of the Organization's ownership and intellectual property, UNESCO's name, acronym and logo requires robust protection from inappropriate and unauthorized use. The relevant rules are specified in the prevailing Directives concerning the use of the name, acronym, logo and Internet domain names of UNESCO adopted by the General Conference.

17. Monitoring is critical to keeping UNESCO's various partnerships activities on track. Across the board, all UNESCO's partnerships are monitored through SISTER, and periodic updates are provided to the governing bodies including on the execution of the Programme adopted by the General Conference (EX/4). Whenever specific monitoring and reporting arrangements are envisaged, they are referred to in the relevant separate strategy with different categories of partners (190 EX/INF.7).

18. Arrangements for the evaluation of partnerships differ from partner to partner, and are not systematically reflected in standard agreements with all categories of partner. In future, arrangements for evaluations will be systematically included in all partnership agreements.

19. In response to the request of the Executive Board (187 EX/Decision IV, para. 9, b), the following key elements will be included in agreements that will be standardized with all categories of partner: strategic objectives; a consultation or governance mechanism; provisions for monitoring and evaluation; duration; clauses for renewal and termination; promotion of visibility; and the use of UNESCO's name, acronym and logo.

20. To engage more effectively with partners, UNESCO faces a number of specific challenges relating to the way partnership support is organized within the Organization: the need to assemble and increase the accessibility of partnership knowledge through a better presentation of relevant information on UNESCO's website; the need to raise the visibility of partnership expertise and results within the Organization; the need to streamline administrative procedures linked to partnership development, and the need to build an in-house culture of partnership through learning, skills and development of competences.

21. UNESCO's Internet and intranet-based resources on partnerships are currently fragmented. To develop a more streamlined approach to the organization of online partnership resources, UNESCO will provide a single entry point for partnerships on its Internet website. Similarly, a dedicated intranet site will be created for the provision of information, tools and guidance material on engaging with all different categories of partners.

22. To optimize partnership support within UNESCO, existing human resources available to support partnership development within the Central and Corporate Services, the programme

sectors, and field offices will be more closely networked. To address bottlenecks in partnership development and implementation, administrative procedures relating to partnerships and extrabudgetary cooperation will be kept under constant review to identify opportunities for streamlining.

23. Capacity-building of UNESCO staff at all levels through training in partnership skills is a key step for building a culture of partnership engagement within UNESCO. This can be complemented by targeted secondment of staff to other international organizations inside and outside the United Nations system, and by the development of a system and tools to document best practice, share experience and collect and disseminate the evaluation of individual partnerships. Secondments to UNESCO, from governmental bodies and to a lesser extent from the private sector, are also becoming an important resource for the Organization, and play a role in knowledge transfer and networking, especially in certain highly specialized areas of UNESCO's competence.

V. Communicating to Member States about partnership

24. In addition to the regular reports of the Director-General to the governing bodies, Permanent Delegations of Member States and their National Commissions will be kept regularly informed of developments relating to partnerships through the dedicated partnership website of UNESCO. The website will also document the results achieved through partnership.

VI. Role of National Commissions

25. As liaison bodies established between UNESCO and the Member States on one hand, and the government and the civil society on the other, National Commissions for UNESCO could play an important role to build and maintain partnerships in their respective country. Very often, UNESCO networks and partners such as NGOs, UNESCO Clubs, parliamentarians, media companies, Associated Schools, UNESCO Chairs, category 2 institutes, youth and women organizations, cities and municipalities, private sector, are represented within their National Commission as constituent members. National Commissions are best placed to provide them with relevant information, advice and guidance on the partnership issue vis-a-vis UNESCO. Their information and advisory role is necessary to generate and sustain these partnerships. According to the Directives concerning the use of the name, acronym, logo and Internet domain names of UNESCO (33 C/Resolution 89), they can authorize and monitor the use of UNESCO's name and combined logo by their national partners such as UNESCO Associations, Clubs and Centres. National Commissions consequently have a considerable responsibility for ensuring that partners' activities are in line with UNESCO's goals and principles. UNESCO will rely on the network of National Commissions to mobilize, develop and coordinate partnerships at the country level. National Commissions will be therefore contacted, informed and consulted if necessary on issues of partnerships in their countries. Their collaboration, assistance and contribution to the implementation of UNESCO partnership strategy will be highly valued and appreciated.

VII. Review of the Comprehensive Partnership Strategy and further refinement of strategies for cooperation with individual categories of partner

26. The Comprehensive Partnership Strategy aims to help achieve the strategic objectives of the C/4 document. It will be aligned with the new C/4 cycle of eight years and reviewed every four years to ensure its continuing relevance.

2. SEPARATE STRATEGIES FOR ENGAGEMENT WITH INDIVIDUAL CATEGORIES OF PARTNER

A. Private sector

All types of business enterprises, including small- and medium-size firms, national, international and multinational corporations, philanthropic and corporate foundations, financial institutions and private individuals.

(1) Purpose

UNESCO's proposition for engaging with the private sector is based on a number of comparative advantages and unique assets that are widely acknowledged by its partners:

- UNESCO is a well-known international organization with a valuable and global brand, an excellent reputation in all its fields of expertise, with a global reach and an on-the-ground presence and a unique mandate within the United Nations system;
- UNESCO's mission and role are well respected by the private sector; UNESCO is seen as an impartial interlocutor, particularly within governmental, educational, academic, scientific and cultural circles;
- UNESCO disposes of numerous professional, educational and scientific networks and enjoys credibility with a broad range governments, strategic partners and experts in all regions;
- UNESCO possesses a well-recognized convening power for high-profile international events and initiatives.

Through its engagement with the private sector, UNESCO is able to leverage and capitalize on its recognized strengths and capacities and to promote its outreach, impact and visibility at all levels, mobilize resources, and create synergies among both traditional and new partners and stakeholders.

The private sector disposes of a considerable potential that can contribute to the achievement of UNESCO's strategic objectives and the pursuit of expected outcomes and results through, for example, management, programming and operational support as well as by providing access to technology and innovative products and services.

(2) Strategy for engagement

UNESCO engagement with the private sector and other forms of engagement is very diverse, multi-faceted and evolving with both UNESCO and its private sector partners valuing their respective resources, competencies and contributions.

Current approaches and relationships range from fundraising to strategic partnerships. The organization is presently an official partner in a large number of collaborative relationships with the private sector intervening in various forms and degrees from being a neutral broker and convener to actual programme delivery arrangements, also providing policy guidance, technical assistance and expertise while playing a strong role in promoting its core ethical and programmatic values through advocacy and awareness-raising.

UNESCO's interests comprise the mobilization of financial resources from the private sector and more strategic, mutually beneficial partnerships and relationships.

UNESCO will seek to maximize the positive impact of its longstanding experience of engagement with the private sector in order to achieve well-defined results efficiently and effectively.

Experience with the private sector has shown that this type of partner requires a significant level of senior management attention, engagement, communications and reporting. Therefore, there is a clear value in concentrating on high-impact public-private partnerships that have influenced the manner in which UNESCO works with the private sector to secure sustained and rapid realization of expected results.

To manage the partners and the complexity of the various relationships, UNESCO will need to enhance its staff capacities and skills through dedicated training so as to create a solid knowledge base throughout the Organization, also to target new funding opportunities and expand to new geographical areas.

UNESCO, relying on its field office network and National Commissions will further reach out to different size private companies in all regions of the world and explore opportunities associated with the dynamism of emerging middle-income countries. Efforts will also be made to map corporate and philanthropic foundations so as to spot possible thematic areas of mutual interest.

Further efforts will be made to solicit contributions from private individuals and to seek increased non-financial contributions from the private sector, such as products, services, technical expertise and know-how, logistical support and staff capacities.

The better UNESCO is known, the greater the potential for private-sector partnerships and fundraising opportunities. More effective advocacy will enhance the private sector's understanding of UNESCO's priorities and role in the international arena. To this end, UNESCO will develop clear and consistent external and internal communication messages about its private sector approach and activities.

Future reviews of the strategy will be conducted, along the time line of the Medium-Term Strategy (C/4), to ensure that it remains valid, updated and relevant.

3. Strategic objectives

The overall objective of entering into partnerships with the private sector is to strengthen the scope, outreach, visibility, results, delivery and impact of UNESCO's programmatic objectives and priorities in accordance with the C/4 and the C/5 documents.

Another specific objective is to increase funding and other resources from the private sector in a more organized, innovative and sustainable manner.

4. Expected results

Private Sector			
Expected results	Performance indicator (PI) (a maximum of three)	Means of verification (M) (data source)	Quantitative and/or qualitative Target/Benchmark (T) (on the basis of baseline data (b))
Expected result No. 1 Number of agreements with private sector increased by 20% over four years	PI 1: number of agreements signed per calendar year PI 2:	M 1: number of projects created in SISTER M 2: corresponding financial information in FABS	T 1 and (b 1): 40 (36 agreements in 2012 (companies, foundations, individuals, etc.))
Expected result No. 2 Private sector donor base expanded by 20% over four years, including new partners from BRICS and emerging markets	PI 1: number of new partners from the BRICS per calendar year PI 2: number of new partners from emerging market per calendar year	M 1: number of new agreements signed based on BSP/CFS reporting to the Executive Board M 2: BSP/CFS database updated	T 1 and (b 1): 20 (17) T 2 and (b 2):

5. Special features

While the basic concept of a partnership is straightforward, it must take into account specific features when applied to relations with the private sector. These include the linkage of the skills and expertise of the private sector with the public sector's legitimacy and knowledge of development issues together as well as with the on-the-ground experience of national institutions and local communities.

In addition, this type of partnerships contains an element of risk that is different from any other partnership with the "traditional" partners. Therefore, while UNESCO has in place a research and due diligence process, it also relies on the National Commissions to contribute to the screening of the potential partners with a view to minimizing the risks and managing them in an effective manner.

6. Reference documents

- Executive Board documents:
 - Guidelines for mobilizing private funds and criteria for selecting potential partners – 156 EX/38 and 156 EX/Decision 9.4 (1999)
 - UNESCO Strategy for Engagement with the Private Sector (187 EX/6 Part XII, Annex)
 - Follow-up to the Independent external evaluation of UNESCO, Draft Policy Framework for Strategic Partnerships: Towards a UNESCO Partnership Strategy (187 EX/17 Part IV).

7. Selection of the partner

- Demonstrated commitment of a company to engage in corporate social responsibility (CSR) activities;
- Readiness of company to donate substantial funding with no conditions attached, such as exclusivity;
- Ad hoc consultation of Director General, senior management, field offices Directors as well as programme specialists;
- Notification/consultation of relevant National Commission within a defined time period, on a confidential basis to protect the potential partnership;
- Building on input by networks and opportunities provided by high level personalities and individuals, such as the UNESCO Goodwill Ambassadors, celebrity and advocates.

8. Approval process of partner

- Expressed support from the respective programme sector/field offices;
- Due diligence and risk assessment to ensure the suitability of the partner/partnership conducted positively through a two-fold approach: first level involves screening carried-out by the initiator (field office/programme specialist, etc.) and second level vetting by BSP/CFS – this process is facilitated by use of specific tools aimed at systematizing the selection/approval of the right partner through additional screening elements;
- Demonstrated comparative advantage and value added (including use of logo, communication and visibility) and/or advocacy;
- Mapping resources, i.e. capacity to deliver and clarity provided on value and transaction costs;
- Approval of a new partner is contingent upon consultation with the respective National Commission in order to avoid any potential reputational risks or incompatibilities at local or regional levels;
- Guiding principles fully met as laid out in the Umbrella statement (190 EX/21, Part II);¹
- Internal review of partnership takes into account geographic scope (whether global, regional or national).

9. Cooperation modalities

- Steering Committee for large-scale partnerships, or
- Regular consultation and coordination meetings.

10. Monitoring and evaluation of the partnership:

The monitoring and evaluation components will be key for demonstrating the validity for partnering with the private sector. They are reinforced by a specific set of performance indicators both linked to the programme delivery – focusing on planning and design, objectives and results, and to the

¹ Integrity, impartiality, equality, clarity, transparency, fairness, accountability and sustainability

partnership processes – governance and accountability mechanisms, communication aspects and potential for scalability and replicability.

- Programme:
 - self-evaluation conducted at mid-term,
 - external evaluation as required and as laid out in Administrative Manual.

All projects require self-evaluation. Mid-term evaluation is recommended when project has duration of more than three years. Projects over \$500,000 require an external evaluation.

- Partnership process:
 - governance mechanism and/or consultation arrangement for decision-making purposes established according to the size of the partnership,
 - ensuring engagement and mutually beneficial outcomes including visibility and communication,
 - capture learning and progress achieved.

11. Financial aspects

Number of agreements signed and resources mobilized:

- In the 2010/2011 biennium, 37 funding agreements (68 individual projects) were signed (25 with companies and 12 with foundations) under funds-in-trust modality amounting to over \$22 million in resources mobilized. For the first six months of 2012 – ten funding agreements were signed (four companies and six foundations/associations) representing over \$5 million.
- 18 non-financial agreements were signed during 2010/2011 with various private partners (companies, media, associations/federations).

The details are given in the attached Annex.

Funds management clauses

- Standard template agreement for Funds-in-trust arrangements is available in the Administrative Manual² (chap. 5).
- They cover *inter alia* the following:
 - Budget and payment schedule
 - Provisions for funds management, accounting and financial reporting on the contribution
 - Applicable regulations, rules and procedures including on audit, interest, exchange rate, and cost recovery
 - Handling of balances

² template letters for contributions under the Additional Appropriation or Special account also available in the Adm. Manual

12. Expected visibility

Standard clauses contained in all contractual arrangement related to the internal and external communication/media coverage/visibility that covers: co-branding, cross-referencing of websites, joint press releases, impact assessment, etc.

13. Accountability mechanism

Proposals for funding are programmed and approved through the entry and validation of CAP “Outlines” in SISTER *inter alia* to ensure full coherence with the expected results of the regular programme contained in the C5 document. The screening process is undertaken by the Executive Office of each Sector. Once a proposal has attracted funding, a more detailed project document and budget are similarly screened and approved in SISTER.

The sector ADGs are accountable for the programmatic content and relevance of the partnership with a partner from the private sector.

In addition to the above, a specific clearance process aimed at ensuring a full senior management buy-in has been set up for public-private partnerships.

14. Duration

- **Project agreement:**

The duration of a project agreement (i.e. funds-in-trust agreement) is determinate and based on the time required to implement project activities and ensure financial closure of the project. It is determined jointly with the partner.

- **Partnership/framework agreement:**

The duration of a partnership/framework agreement is usually multi-annual. It may be for an indeterminate period, or for a fixed period and subject to renewal based on the satisfactory achievement of the objectives identified (usually does not contain any financial implication).

15. Renewal clauses

- **Project agreement:**

A funds-in-trust agreement can be extended by written agreement with the partner.

- **Partnership/Framework agreement:**

A framework agreement remains in force until either party considers that the cooperation envisaged therein can no longer appropriately or effectively be carried out, at which time the agreement may be terminated by mutual consent or by either party serving six months' written notice to the other party.

16. Termination clauses

All types of agreement with the private sector contain the same below provision:

- Should either party **fail to meet its obligations**, the other party may terminate the present Agreement upon 3 (three) months' written notice to the other party. **The same will apply with respect to incidents making the realization of the project extremely hazardous.**

In particular, the partner may withdraw from the project and cease all financial contributions if the funds it has contributed have not been directly available to the Project.

- Upon the termination of the present agreement, the partner shall not use UNESCO's name, emblem or official logo, or any abbreviation of the name of UNESCO, for promoting the project or any other purposes.
- Upon the termination of the present agreement, the partner shall inform all relevant, past, actual or potential partners (including all persons or bodies that have been informed by the partner of UNESCO's participation in the project(s)), that UNESCO (i) has terminated its agreement with the partner, (ii) is no longer participating in the project(s).

17. Involvement of National Commissions

UNESCO's National Commissions have a particular role to play in the engagement with a private partner. In addition to the mapping and identification at national and regional levels, and/or in the screening phase, the NATCOM is one major stakeholder and UNESCO's natural interlocutor at the country level. It is of critical importance that any action be consulted, coordinated and sustained with the national development agenda. Partnering with the private sector in a given country should not be seen as purely opportunistic but rather embedded in a more long-term development perspective for the benefit of the country and the region at large.

Drawing on existing successful experiences whereby National Commissions have actively contributed to identify suitable private sector partners hence initiating effective partnerships with UNESCO, capacities of selected National Commissions could be further developed with a view of building a pool of partnership practitioners. This can also be considered in the context of the South-South cooperation.

Agreements signed³

Total agreements signed 2010/2011		
Name of Company/Foundation	Number of projects	Total budget signed USD
Petrobras	1	2,828,675
Caixa Seguros	1	493,110
Mercedes Benz China	2	211,954
The Bridge Fund	1	690,449
L'Oreal Corporate Foundation	1	882,756
Open Society Institute (OSI)	1	94,222
MOSPROMINAGE	1	101,813
ECM ² Ltd	1	61,260
World Sky Race	1	100,000
TripAdvisor	1	700,000
Communauté d'agglomération de Cergy-Pontoise	1	110,802
Kobi Graphics/National Panasonic	1	1,000,000
HISTORY Channel	1	169,500
Jogye Order of Korean Buddhism	1	400,000
Procter & Gamble	2	820,000
Sangari do Brasil	1	358,589
Felissimo corporation	2	79,075
Microsoft	1	125,000
The Association of International Private Committees for the Safeguarding of Venice	24	722,033
NOKIA	4	1,611,780
Abu Dhabi Authority for Cultural Heritage (ADACH)*	1	2,000 000
GEMS Education*	1	250,000
Canal France International (CFI)	1	409,515
Ford Foundation	4	645,000
Chinese Youth and Development Foundation (CYDF)	1	2,259,036
Gordon and Betty Moore Foundation	1	381,090
Fondation Culture & Diversité	1	273,302
Annenberg Foundation	2	449,740
Arab Thought Foundation	1	90,000
The Intergovernmental Foundation for Educational, Scientific and Cultural Cooperation of the CIS (IFESCCO)	1	150,000
INTERVIDA	1	635,324
Vale Foundation	1	2,634,996
BASF	1	1,371,742
Packard Foundation	1	1,500,000
AGFUND	1	175,000
Total**	68	22,785,263

* Framework agreement signed with:
 ADACH for a total of \$2 million (received)
 GEMS for a total of \$1 million (of which \$250K received)

³ These figures do not include contributions to Special Accounts from Private Partners such as FC Malaga for \$5.6 million (of which \$1.4 million received) as well as contributions to Institutes such as Grant from Bill & Melinda Gates Foundation to IHE for \$8 million.

Total agreements signed 2012 (until 28 June)		
Name of Company/Foundation	Number of projects	Total Budget signed USD
The Association for the Promotion of Global Chinese Traders Fraternity Ltd.	1	158,730
L'Oreal Corporate Foundation	1	882,756
CHIC Group Global Co., Ltd*	1	2,000,000
Shenzhen Ruby Football Club*	1	1,000,000
Fondazione Cassa Di Risparmio Di Padova E Rovigo	1	132,802
Microsoft	1	88,000
The Association of International Private Committees for the Safeguarding of Venice	1	34,257
Nokia	2	142,191
The Hariri Foundation for Social and Human development**	1	1,000,000
Total	10	5,438,736

* Framework agreement signed with:
CHIC Group for a total of \$2 million (of which \$1M received)
Shenzhen FC Ruby for a total of \$1 million (of which \$250K received)

** Funds not yet received.

Total Non-financial Agreement with Private Sector 2010/2011/2012

Type of partner	Name	Areas of cooperation
Business	Berracca S.A.	UNESCO biodiversity Initiative celebration
Business association	Global Risk Forum/Davos	Disaster Risk Reduction
Private Institute	The Institute of Electrical and Electronics Engineers (IEEE)	Mobilizing Science knowledge and policy for Sustainable development
Association	American Society of Mechanical Engineers (ASME).	Engineering Education and accreditation, popularization of Engineering and the Profession's impact on Society
Business	INTEL	Teacher Education
Media	The Chosunilbo	Promoting UNESCO audio-visual archive
Media	XINHUA China news Agency	Promotion and dissemination of UNESCO's goals
Business	PAMP S.A.	UNESCO coins and medals
Media	The Dong-A	Promoting cultural and natural heritage
Business	Google (content licence agreement)	Content providing
Business	Chez Bonne idée	40th Anniversary*
Museum	Smithsonians	40th Anniversary
Foundation	The Ahnkook Seon Center	In-kind (expertise)
National Federation	NFUAJ	Fundraising in Japan
Business	Apple-Inc	General cooperation
Media	Al-Jazeera	Freedom of expression
Business	I-Tunes	Content providing
NGO	International Youth Federation	Social entrepreneurship program in Africa

* includes some funding through special account contribution

B. Bilateral funding partners

1. Purpose of the partnership

Over and above their assessed contribution to the approved Programme and Budget, Member States and governments are invited to provide additional financial and in-kind contributions in order to support particular programmes or activities with a view to enhancing the added value, the scope, outreach, impact and visibility of UNESCO's action globally, regionally and at the country level and which correspond to national priorities or priorities for multilateral cooperation.

2. Strategy for engagement

The Complementary Additional Programme (CAP) is UNESCO's main tool for programming extrabudgetary resources and mobilizing resources. The objective of the CAP is to ensure programmatic coherence between the regular programme and extrabudgetary activities and to articulate to donors and partners for which priorities and areas UNESCO seeks specific support. The CAP comprises an overview of resource mobilization targets for priority themes and a pipeline of programme proposals. To UNESCO's partners and donors the CAP offers assurance that proposals have been vetted for quality, are an integral part of UNESCO's programme and correspond to the priorities of the regular programme, and carry senior management approval.

Efforts to mobilize support for the CAP from bilateral government donors is developed through continuous work with Permanent Delegations to UNESCO, through an intensification of coordinated cooperation efforts with donor representatives in capitals, and through increased dialogue and collaboration with donor representatives in beneficiary countries.

UNESCO has enjoyed success in mobilizing significant resources as an implementation partner for major donors under their bilateral cooperation programmes with specific countries and/or regions. To tap into such resources, through its field offices, UNESCO is reinforcing its dialogue with donor representatives in situ and playing a pro-active role in country-based coordination and planning mechanism with other technical and financial partners. UNESCO should also participate actively in the wider efforts on the UNCT to mobilize support from the local donor community for joint United Nations programmes.

Key factors in the management and maintenance of such partnerships are joint planning and review mechanisms for individual projects and programmes and portfolios and the development of multi-annual programming arrangements. At the level of individual projects key issues for the maintenance of donor and partner satisfaction are timely and efficient delivery, clear articulation of results and efforts to give visibility to the role of a donor, and closely involve the donor in project implementation in consultations with beneficiaries.

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

Funding from bilateral government donors fell from \$204 million in 2010 to \$195 million in 2011. Due to the impact of the financial crisis, traditional bilateral government donors have reduced their extrabudgetary allocations. UNESCO must therefore deliver programmes with a sharper performance and a higher quality as well as be more articulate in communicating the Organization's results and comparative advantage in the multilateral field so as to optimize resource mobilization opportunities. UNESCO must also be prepared to respond to the preference of certain donors to pool their resources at country level, rather than channeling funds through budget allocations for individual multilateral agencies or for specific purposes. UNESCO will thus be challenged to step up its efforts to engage in negotiations with in-country representatives of bilateral donors and other funding sources.

While the programmatic and geographic priorities of traditional OECD Development Assistance Committee (DAC) donors remain relatively constant, more attention needs to be given to

opportunities for cooperation with emerging donors and partners. The latter include the middle-income countries in Latin America and the Caribbean, Russia, Turkey, the new EU Member States, Members of the Coordination Group of multilateral and bilateral Arab aid organizations, China, India and South Africa, and emerging donors in South-East Asia such as Malaysia, Indonesia, Singapore and Thailand.

The self-benefiting modality has also proved its value as an instrument of cooperation in a number of Member States (including Albania, Angola, Bahrain, Brazil, Cambodia, Chile, Costa Rica, Ecuador, Guatemala, Iraq, Libya, Mexico, Nigeria, Oman, Qatar and Uruguay). The potential of the self-benefiting modality and its expansion to other countries needs to be further explored and developed. Self-benefiting programmes must contain a strong focus on the swift transfer of know-how, and on building the capacity of national institutions. Moreover, UNESCO needs to formulate for each case a clear exit strategy. The development impact of the self-benefiting modality can also be further enhanced by including (a) a South-South component (e.g. exchange of best practices/capacity-building), and (b) a regional approach (e.g. using a given self-benefiting programme as a reference for other Member States in the region).

Secondments and the loan of personnel by bilateral government donors is also becoming an increasingly important modality for cooperation and contributes extensively to knowledge transfer and networking, especially in highly specialized areas of UNESCO's competence.

4. Strategic objectives

Overall objective is to mobilize resources through the CAP to strengthen the scope, outreach, visibility, field presence, results and impact of UNESCO's regular programme activity.

A specific objective is to attract a growing amount of resources in the form of unearmarked, multi-annual contributions to thematic and country programmes.

5. Expected results

Bilateral Funding partners			
Expected results	Performance indicator (PI) (a maximum of three)	Means of verification (M) (data source)	Quantitative and/or qualitative Target (T) (on the basis of baseline data (b))
Expected result No. 1 Level of overall contributions from bilateral government donors stabilized	PI: Annual voluntary contributions	M 1: BFM figures on annual contributions at 31 December each year	T 1 and (b 1): Annual voluntary contributions from bilateral government donors between \$240 million and \$250 million. (b1): \$248 million at December 2012
Expected result No. 2 Cooperation maintained with emerging donors including through self-benefiting modality (bilateral government donors)	PI: Number of Project Agreements with emerging donors, including through the self-benefiting modality, signed	M 1: Data on extrabudgetary projects in SISTER	T1 and (b1) 10% increase over the four-year period in signed Project Agreements with emerging donors including through the self-benefiting modality. (b1): 33 project agreements signed as at December 2012
Expected result No. 3 Strong, multiannual partnerships maintained with bilateral government donors	PI: Number of review meetings organized on an annual basis for joint planning and review	M 1: Outlook calendar of the Division for Cooperation with extrabudgetary funding sources. Reports of project officers for decentralized projects	T1 and (b1) On an annual basis between 12 and 18 review meetings organized with bilateral government donors. (b1): 14 review meetings in 2012

6. Special features

Identification of joint priorities which bilateral governmental donors seek to realize with additional contributions over and above their assessed regular programme and budget contribution to UNESCO.

Joint planning and monitoring of activities (e.g. through annual review meetings and programme steering committees) and through joint evaluations.

Other features may include joint advocacy for common priorities and knowledge-sharing.

7 Reference documents

Updated extrabudgetary resource mobilization strategic plan (185 EX/INF.6 of 30.09.10 and 190 EX/INF of 09.12)

“UNESCO’s Thematic Programmes and Targets for Resource Mobilization 2012-2013 released in March 2012. ([“Complementary Additional Programme CAP”](#)).

8. Selection of the partner

There are no selection criteria vis à vis UNESCO Member States.⁴

Conversely UNESCO must often meet certain selection criteria in its response to calls for proposals issued by bilateral government donors.

9. Approval process of partner

BSP and the programme sectors define substantive aspects of framework agreements⁵ or Programme Cooperation Agreements. The Bureau for Financial Management reviews and approves budgetary aspects of the proposal. The review and approval of the programmatic and budgetary aspects of project proposals is undertaken in SISTER.

The Legal Service and the Bureau for Financial Management review and approve non-standard financial and legal aspects of framework and funds-in-trust agreements.

Some framework agreements contain provision for joint consultation and advisory mechanisms for the review of project proposals under the framework agreement.

When projects are undertaken in a single country, the formal approval of the beneficiary country is required, together with confirmation by the country that privileges and immunities will apply for a specific project (plan of operations).

10. Cooperation modalities

- Annual review meetings
- Advisory Committees or Steering Committees
- Country-level planning structures comprised of national stakeholders and technical and financial partners.

11. Monitoring and evaluation of the partnership

Since arrangements were completed in 2011 for integrating extrabudgetary projects in SISTER, the latter has become the main platform for the qualitative monitoring of extrabudgetary projects. Completion of monitoring information on a six-monthly basis is mandatory.

Detailed monitoring is also provided in accordance with the schedule laid out in the individual funding agreements. Donors require progress reports and financial reports on a regular (generally yearly, or bi-annual, quarterly) basis. Programmes funded by multiple donors through pooled funds (special accounts) are subject to consolidated narrative and financial reporting to donors.

For internal monitoring purposes, the Bureau of Financial Management produces and distributes house-wide quarterly reports on the financial performance of all extrabudgetary projects. This

⁴ Except in extreme cases (conflict) where UNESCO follows wider United Nations position.

⁵ For bilateral government donors.

information is an important input to the alert system managed by each of the sectors and which is designed to identify underperforming projects and ensure that swift remedial action is taken.

As far as monitoring by senior management is concerned, the various management committees (Executive Management Committee, Programme Management Committee, and the Corporate Services Committee) periodically review the status of execution of extrabudgetary activities and deal with specific questions related to projects under negotiation or implementation for which management decisions are required.

Monitoring by UNESCO's governing bodies is facilitated through the systematic submission of a report by the Director-General on UNESCO's extrabudgetary activities to the autumn session of the Executive Board, and a biennial report to the General Conference.

In the update of the Administrative Manual completed in mid-2011, the provisions relating to the evaluation of individual extrabudgetary projects were specified. All extrabudgetary projects now require that an evaluation is conducted by the responsible project officer. Mid-term evaluation is recommended when a project has duration of more than three years. Projects over \$500,000 require an external evaluation.

12. Financial aspects:

- Number of agreements signed and resources mobilized:
 - In the 2010-2011 biennium, 227 agreements were signed amounting to over \$207 million in resources mobilized. For the first six months of 2012, 57 agreements were signed representing over \$49 million. The details are given in Annex.
- Funds management clauses with bilateral government donors including self-benefitting arrangements:
 - Templates for framework agreements and for funds-in-trust arrangements including self-benefitting arrangements are available in the Administrative Manual.⁶
- The funds management clauses of these agreement templates cover inter alia the following:
 - Budget and payment schedule
 - Provisions for funds management, accounting and financial reporting on the contribution
 - Applicable regulations, rules and procedures including on audit, interest and exchange rate and cost recovery
 - Handling of balances

13. Expected visibility

Visibility measures should be described and costed in the relevant project document.

A check list on visibility is available in the Administrative Manual to serve as a guide for project officers on arrangements such as launching ceremonies, production of brochures, and media coverage of a given project).

⁶ template letters for contributions under the Additional Appropriation or Special account available in the Adm. Manual

14. Accountability mechanism

Proposals for funding are programmed and approved through the entry and validation of “Outlines” in the CAP in SISTER *inter alia* to ensure full coherence with the expected results of the related C/5 document. The screening process is undertaken by the Executive Office of each sector. Once a proposal has attracted funding, a more detailed project proposal and budget are similarly screened and approved in SISTER.

The Sector is accountable for reviewing substantive aspects of the proposal.

The Project Officer, the Administrative Officer and the Bureau for Financial Management are accountable for reviewing the accuracy of the budget and the application of cost-recovery policy.

BSP/CFS is accountable for ensuring that funds-in-trust and framework agreements are formalized in accordance with UNESCO’s rules.

Resource mobilization is the shared responsibility of sectors, field offices and BSP/CFS. Sectors and field offices are accountable for keeping BSP/CFS informed of their resource mobilization efforts so that coordination can be ensured.

15. Duration of agreements

- **Funds-in-trust:**

The duration of a funds-in-trust agreement is determinate and based on the time required to implement project activities and ensure financial closure of the project. It may also be linked to the donor’s funding cycle. The duration is determined with the donor on a case by case basis with respect to project needs and agreed exist strategy.

- **Framework agreement:**

The duration of a framework agreement is usually multi-annual. It may be for an indeterminate period, or for a fixed period and subject to renewal.

16. Renewal clauses

- **Funds-in-trust:**

A funds-in-trust agreement can be extended by written agreement of the donor.

- **Framework agreement:**

A framework agreement remains in force until either party considers that the co-operation envisaged therein can no longer appropriately or effectively be carried out, at which time the agreement may be terminated by mutual consent or by either party serving six months' written notice to the other party.

17. Termination clauses

- **Funds-in-trust:**

A funds-in-trust agreement has a fixed expiry date.

- **Framework agreement:**

Under a framework agreement, if notice of termination of the agreement is given by one of the parties, both parties hold consultations with a view to determining the most appropriate measures to be taken in order to wind up operations being carried out by UNESCO under the agreement. In any event, the bilateral government donor must authorize UNESCO to meet any current legal obligation arising prior to termination of the Agreement and relating to personal and other contractual services, supplies, equipment and travel. Any unspent balance in cash remaining after the winding up operations shall be returned to the bilateral government donor.

18. Involvement of National Commissions

There is no formal role foreseen for National Commissions in UNESCO's cooperation with bilateral government donors. In certain circumstances, the National Commissions themselves can be the funding partner.

Agreements signed⁷**For the 2010-2011 biennium**

Country	Amount	Number of projects
Switzerland	1,189,649	4
Norway	4,181,903	6
Saudi Arabia	3,311,770	12
Germany	2,150,272	8
Denmark	1,332,386	7
Azerbaijan	50,000	1
Belgium	4,494,352	13
Spain	8,760,856	26
Monaco	267,737	1
Azerbaijan	5,443,027	2
United States of America	1,266,217	8
Canada	5,149,000	1
Korea Rep. of	12,829,063	15
Australia	647,043	4
Italy	2,827,689	6
Japan	50,226,703	67
Portugal	484,959	2
Albania	163,350	1
Russian Federation	2,000,000	1
China	119,215	1
Bulgaria	379,358	5
Brazil	75,836,538	21
Israel	589,450	1
Finland	522,729	2
Iraq	13,545,648	3
Mexico	550,192	1
Chile	497,685	1
Oman	819,869	1
India	168,252	1
Nigeria	6,468,233	1
Senegal	138,279	1
Bangladesh	454,840	1
Morocco	750,000	1
Malaysia	199,897	1

⁷ These figures include funds-in-trust agreements and associate experts. They do not include contributions by bilateral governments to Special Accounts

For the 2012-2013 biennium (as of 28 June 2012)

Country	Amount	Number of projects
Sweden	15,373,802	4
Germany	405,127	2
Denmark	643,945	2
Belgium	1,880,654	9
Spain	518,154	3
Monaco	213,675	1
Netherlands	333,333	1
France	66,666	1
United States of America	250,000	1
Canada	134,617	1
Korea Rep. of	800,000	2
Australia	79,394	1
Italy	2,797,402	4
UK	80,750	1
Japan	6,815,865	14
Libya	48,369	2
Bulgaria	25,000	1
Mexico	156,863	1
Brazil	19,261,014	6

C. Non-governmental organizations (NGOs)**1. Purpose of the partnership**

The voice of civil society is rising. Citizens' movements – including youth, are becoming increasingly important at all levels (global, regional and local) and in all the fields of competence of UNESCO. The Organization aims to partner with civil-society organizations to ensure greater efficiency in its actions, in accordance with the aspirations of citizenship and with a view to building democratic and equitable global governance.

NGOs are increasingly specialized and are able to act quickly and flexibly; they have a key multiplying function and the capacity to mobilize local, national and international actors; they play a major advocacy role and are becoming more and more major opinion leaders and shapers.

NGOs, as platforms for strong civil engagement, are therefore crucial partners of an intergovernmental organization such as UNESCO which needs to focus its resources in relation to its mandate and comparative advantages, and to act globally whilst at the same time linking the global to the local.

2. Strategic objectives of the partnership

Combining expertise and resources with NGOs will allow the Organization to:

- create strategic alliances within the framework approved by Member States;

- enhance efficiency and effectiveness of programme/activity implementation;
- strengthen visibility and impact of its action and presence, globally, regionally and at country level;
- support policy- and decision-making of the Organization;
- reinforce the implementation and monitoring of its normative frameworks;
- enhance its capacity to reach all segments of societies which should be beneficiaries of its action;
- multiply the effects of UNESCO's actions.

3. Strategy for engagement

From its inception, UNESCO has recognized the importance of involving NGOs and civil society at large in its activities and, over the years, has built up a valuable cooperation network with NGOs having an expertise in its fields of competence.

However, the rapid transformations taking place in the today's world challenge UNESCO to take a fresh look at its involvement with NGOs. The Organization has therefore begun an in-depth reform of its relationship with NGOs, which led to the adoption by the General Conference at its 36th session of the new Directives concerning UNESCO's partnership with NGOs (see below). These Directives offer a simplified policy framework for engaging, managing and maintaining partnership, which will allow a greater involvement of NGOs in the formulation and implementation of UNESCO's programmes.

Based on this framework, UNESCO will now focus its efforts to:

- further integrate partnerships with NGOs in programme planning and implementation, at both global and local levels;
- promote a genuine culture of partnership with NGOs within the Organization;
- revitalize, renew and widen the network of NGOs in official partnership with UNESCO;
- promote partnership with new organizations that are representative of civil society in those regions of the world where such organizations, for historical, cultural or geographical reasons, are isolated or weak.

The courses for action presented hereafter could constitute the basis for a long-term programme towards this end. Clearly, it will not be possible to implement them all simultaneously and their implementation will depend on the human and financial resources available:

- further defining the accountability mechanisms within the Organization (by *inter alia* clarifying the role and responsibilities of sectorial focal points and establishing regular intersectorial mechanisms to exchange experiences and ideas on partnership with NGOs).
- strengthening the evaluation mechanisms of the partnership;
- building a better communication with and among NGOs partners;
- promoting geographical mobility of major meetings and conferences of NGOs (i.e. the international conference of NGOs, NGO forums, etc.);

- encouraging the establishment of international or regional networks and coalitions of NGOs in official partnership with UNESCO on thematic or geographical bases;
- bringing together NGOs and the Secretariat on specific matters and particularly in preparation of work plans;
- possibly extending thematic collective consultations to all sectors;
- carrying mapping exercises of NGOs at national, regional and international levels relevant to UNESCO's fields of competence;
- identifying regional focal points for NGOs;
- organizing periodic regional or national thematic NGOs consultations;
- exploring ways of regularly training UNESCO staff (Headquarters and field) on the Directives and their effective implementation.

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

The policy framework defined by the new Directives will allow the Organization to better design its engagement for partnership with NGOs in different areas:

- Coordination and management of the partnership. Effective and strategic cooperation on the one hand, and the capacity of the NGO to complement and extend UNESCO's actions on the other, shall become major criteria for establishing and maintaining partnership with NGOs. In this respect, UNESCO will be challenged to establish an effective and sustainable mechanism of monitoring and assessing of UNESCO-NGOs partnership.
- Network of NGOs official partners and collective cooperation. If the collective mechanisms of cooperation are a pivotal element of the Directives, it will be indispensable to work towards making these mechanisms genuinely effective partnership modalities, through for instance an enhanced participation of all NGOs partners from all regions and a reinvigorated role of the NGO-UNESCO Liaison Committee.
- Planning and programme implementation: the current framework will be complemented by new mechanisms at sectors level fostering involvement of NGOs at planning level including in the preparation of work plans.
- Decentralization: UNESCO shall take advantage of the field office reform to set up specific mechanisms at field level to fully involve NGOs, starting with a few pilot projects at country level.

5. Expected results

Non-governmental organizations (NGOs)			
Expected results	Performance indicator (PI) (a maximum of three)	Means of verification (M) (data source)	Quantitative and/or qualitative Target/Benchmark (T) (on the basis of baseline data (b))
Expected result No.°1 Network of NGOs in official partnership with UNESCO revitalized and widened	PI 1: Number of new NGOs entering into official partnership from regions underrepresented PI 2: Number of NGOs attending the International Conference of NGOs (2014 and 2015) PI 3: Number of events organized collectively by NGOs	M 1: statutory document for the Executive Board Database M 2: statutory document for the Executive Board M 3: statutory document for the Executive Board	T 1 and (b 1): Ratio 75 : 25 (81 : 19) T 2 and (b 2): 160 (130) T 3 and (b 3): 8 (2)
Expected result No.°2 Attainment of the Organization's strategic objectives increased through NGOs' contribution	PI 1: Number of NGOs contributing to consultations executed for programme planning PI 2: Joint activities implemented with NGO partners	M 1: reporting to the executive Board M 2: Database	T 1 and (b 1): 120 (90) T 2 and (b 2): 10 (no data available)
Expected result No.°3 Evaluation and impact assessment on the partnership with NGO improved	PI 1: Regular screenings of individual partnership undertaken and recommendations implemented PI 2: Global review of the overall cooperation with NGOs carried out	M 1: Database M 2: statutory document for the Executive Board and the General Conference	T 1 and (b 1): 2 (0) T 2 and (b 2): 1 (0)

6. Special features

Partnership with NGOs concerns all fields of competence of the Organization and comprises all forms of cooperation, including advancement and dissemination of knowledge, technical and intellectual advisory functions to UNESCO, programme implementation, funding and visibility. It is relevant for all UNESCO's functions (laboratory of ideas; standard-setter; clearing house; capacity-builder in Member States; catalyst for international cooperation).

UNESCO's identity as an intergovernmental organization necessarily influences its partnerships with NGOs. On the one hand, because NGOs are independent and oftentimes beyond the sphere and influence of governments, there may be difficulties in justifying partnerships with specific NGOs. On the other hand, NGOs can help represent and articulate the views and concerns of all groups and communities including vulnerable groups and excluded segments of society. They can offer the opportunity to build bridges and establish channels of communication and cooperation between people and communities on one side, and governments on the other.

7. Reference documents

The current statutory framework for cooperation with NGOs is defined in the new Directives concerning UNESCO's partnership with NGOs, adopted by the General Conference at its 36th session (36 C/Res.108). Two categories of partnership may be established with NGOs: *consultative partnership* (designed to enable UNESCO to establish and maintain flexible and dynamic partnerships with any organization of civil society that is active in UNESCO's fields of competence at whatever level) and *associate partnership* (open to international or regional organizations having maintained a continuous and effective partnership with UNESCO for at least two years).

8. Selection of the partner

In accordance with the Directives, UNESCO may establish official partnerships with international, regional, national or local NGOs, provided that they have not been established by intergovernmental agreement, or by a government and that its purposes, functions, structure and operation are non-governmental, democratic and non-profit-making in character. Generally speaking, the NGO shall fulfil the following conditions:

- it shall be engaged in activities in one or more specific fields of UNESCO's competence, in a spirit of cooperation, tolerance and solidarity, in the interests of humankind and with respect for cultural identities;
- it shall have a recognized legal status, an established headquarters and be governed by democratically adopted statutes;
- it shall have been in existence and have been carrying out activities for at least two years at the time it requests the establishment of a partnership.

9. Approval process of partner

Requests for consultative partnership may be submitted at any time by NGOs to the Director-General, accompanied by comprehensive documentation. The request is submitted to an internal process of evaluation involving all sectors and services concerned as well as relevant field offices and, when necessary, the Office of Legal Affairs. Particularly when the request concerns a national or local NGO, the relevant national commissions for UNESCO and Permanent Delegations shall also be consulted.

In addition to the criteria provided by the new Directives, the evaluation process shall be guided by the following considerations: the real impact of the NGOs' action on the field; the extent of the activities implemented jointly by the NGO and UNESCO in recent years; the potential for future cooperation and synergy; existing cooperation with other organizations of the United Nations system or other IGOs and cooperation with national commissions for UNESCO.

The Director-General decides upon the establishment of a consultative partnership. The Executive Board decides on the admission to associate status upon recommendation by the Director-General.

10. Cooperation modalities

Cooperation with NGOs may be bilateral and collective. It may take place both at the planning and implementation levels and shall occur at the global as well as regional and local levels.

Bilateral cooperation is essentially thematic and can intervene at different functional areas of activity (e.g. capacity-building, advocacy, technical support; standard setting, etc.). It is managed through various modalities: implementation of certain elements of UNESCO's regular programmes,

execution of projects and joint initiatives, consultation mechanisms and/or memoranda of understanding may be established; given the increasingly intersectoral approach of the Organization, cross-cutting framework agreements shall be sought involving at the same time different UNESCO's programmes, services and priorities.

Although the involvement of NGOs in programme implementation does not necessarily hinge on their official partnership with the Organization, but rather on their expertise in one or more of UNESCO's fields of competence, official partnership shall increasingly be sought as the privileged way of cooperation with the Organization.

Collective cooperation as provided for by the Directives in order to promote coordinated action is sought through different mechanisms:

- the International Conference of NGOs, which meets every two years (at UNESCO Headquarters or in any of its Member States), and its NGO-UNESCO Liaison Committee;
- theme-specific collective consultations, organized regularly in accordance with UNESCO programme implementation needs;
- the Executive Board's Committee on Non-Governmental Partners (NGP Committee).

In addition, NGOs contributes individually and collectively to the programming cycle of the Organization through specific procedures for consultation with NGOs on the UNESCO's Medium-Term Strategy (C/4) and its Draft Programme and Budget (C/5) detailed in the new Directives: participation in the consultation process; collective contribution through the International Conference; participation in the sessions of the General Conference.

11. Monitoring and evaluation of the partnership

Evaluation and impact assessment on specific cooperation between UNESCO and NGO partners at programme implementation level is an intrinsic part of the RBM approach and SISTER. Information on the main aspects of this cooperation is provided in the periodic reports of the Director-General to the governing bodies on the execution of the programme adopted by the General Conference (ex. EX/4). In addition, information on the main aspects of cooperation with NGOs and implementation of the partnership's policy framework is provided to the Executive Board at each session through the NGP Committee.

The database of NGOs, foundations and similar institutions enjoying official partnership with UNESCO, which is accessible online to all Member States and the general public (in English and in French), is designed to serve as a valuable platform for reference and assessment of UNESCO-NGOs partnership.

A review is undertaken once every four years, by the Director-General, who presents a report at the General Conference on the changes that have taken place in the list of NGO partners and on the assistance they have provided to the achievement of UNESCO's objectives, together with an evaluation of the results. This report contains a list of organizations whose lack of collaboration has resulted in the automatic termination of their partnership with UNESCO, in accordance with the Directives.

12. Financial aspects

Although UNESCO is not a funding agency, UNESCO may make financial contributions to NGOs likely to make a particularly effective contribution to the implementation of its programme. The financial contributions are of three kinds: (a) contributions for the implementation of a framework agreement, (b) other contracts for the execution of UNESCO's programme, and (c) contributions under the Participation Programme (3% of the allocated amount for the PP for a given biennium).

In addition, UNESCO's Secretariat provides the NGO-UNESCO Liaison Committee with a modest financial contribution, the amount of which is determined at the beginning of each biennium and supplements the Liaison Committee's own resources. The premises and Secretariat facilities necessary for the meetings of the International Conference and for the work of the NGO-UNESCO Liaison Committee are provided free of charge by the Director-General.

13. Expected visibility

Interest of news media and general public in UNESCO-NGOs partnership is still ad hoc and closely linked with the organization of major events and/or celebration of international days and prices. Major efforts shall be placed to ensure enhanced visibility of UNESCO's partnership with NGOs through social media.

As distinct and autonomous entities, NGOs in official partnerships with UNESCO are not authorized to use the UNESCO name, acronym, or logo on a permanent basis on their branding and communication materials or on their websites. Instead, depending on the nature of its partnership with UNESCO, an NGO may use one of the following standard sentences, next to its own logo, for purpose of information: "[NGO] in official partnership with UNESCO" or "[NGO], official partner of UNESCO (associate status) or (consultative status)". Similarly, NGOs could be granted with the patronage and use of the name, acronym and logo of UNESCO for particular or special events/activities. This requires specific written approval of the Director-General.

Strengthening communication between the Secretariat, Member States and official NGO partners and increasing the visibility of our cooperation shall becoming a priority in order to reap full benefits of the policy framework fixed by the new Directives. Without prejudging other ways and measures, communication on and with NGOs shall be based on the following tools and measures:

- the database of NGOs, foundations and similar institutions enjoying official partnership with UNESCO, publicly available on unesco.org and unesco.int;
- a regular written monthly communication targeted specifically for NGOs to be extended as far as possible to their national branches, aiming at sharing information on major activities and events of the Organization and better involving NGOs in their elaboration and implementation;
- A forum on the website for Member States and their National Commissions (www.unesco.int) is specifically devoted to NGOs activities, publications and any other relevant information concerning partner organizations.

14. Accountability mechanism

The management of programme implementation and monitoring (including theme-specific collective consultations) is the responsibility of each sector, service or field office depending on the field of competence. Moreover, focal points for NGOs shall be assigned in each programme sector and as far as possible regionally at the UNESCO field office level; they play a key liaison role in guiding NGOs, reinforcing operational cooperation and interacting with the NGO-UNESCO Liaison Committee.

The coordination of all official partnerships with NGOs and the management of collective mechanisms are entrusted to the Section for Non-Governmental Organizations (ERI/NCS/NGO) which plays an important role of liaison with the Secretariat at Headquarters and in the field, with Member States and their National Commissions, the governing bodies and NGOs, in order to foster NGO involvement in the programmes, facilitate collective cooperation and monitor joint activities.

15. Duration of the partnership

The Directives do not foresee a fixed duration for the consultative partnership, while the associate partnership is established for a renewable period of eight years.

16. Renewal and termination clauses

Absence of collaboration for a period of four years between UNESCO and a partner organization will result in the automatic termination of the official partnership, for both consultative and associate partnership. The decision to terminate a consultative partnership depends on the Director-General, who informs the Executive Board. When the Director-General deems it necessary to end an associate partnership with an NGO, he/she shall refer the matter to the Executive Board for decision.

17. Involvement of National Commissions

Relevant National Commissions for UNESCO are consulted during the admission process, particularly when the request concerns a national or local NGO. Cooperation at country level is conducted in consultation and/or in partnership with the national commission for UNESCO concerned.

The dedicated space for NGOs on (www.unesco.int) referred to above is expected to generate a greater interest and involvement of National Commissions in the partnership.

D. MEDIA

1. Purpose of the partnership

The mass media in all of its rapidly evolving forms remains the most cost-effective vehicle to rapidly reach a very large audience in all regions of the world with news and views about UNESCO's priorities and activities. It is also an excellent medium to raise UNESCO's visibility and mobilize public opinion on key issues.

The Organization aims to partner with a range of media outlets including national and international broadcast media (television and radio); national and international print media (newspapers, magazines, news agencies); multimedia (web and social media networks).

2. Strategic objectives

Strengthening the relationship between UNESCO and major media outlets allows the Organization to:

- Reinforce its image as a legitimate and credible authority in its various fields of action at national and international level
- Influence political and civil society agendas
- Raise awareness and mobilize public support for priority issues
- Ensure that the Organization's key messages reach as wide an audience as possible

3. Expected results

Media and communication partners			
Expected Results	Performance indicator (PI) (a maximum of three):	Means of verification (M) (data source):	Quantitative and/or qualitative Target/ Benchmark (T) (on the basis of baseline data (b)):
<p>Expected result No.°1</p> <p>Media partnerships to enhance UNESCO visibility through sustainable and active partnerships improved and increased</p>	<p>PI 1: further develop media partnerships completing the existing ones in terms of countries as well as nature of media so as to secure larger audience coverage.</p> <p>PI 2: Development of media-based communication campaigns in key countries where the brand building is mostly needed, targeting young people in particular, thanks to sustainable partnerships with media and/or advertisement agencies.</p>	<p>M 1: UNESCO DPI monthly visibility report: number of articles/videos, interview, Op-Ed, etc.</p> <p>M 2: Development of a network of institutional relationships with media team (management, documentaries and partnerships teams in particular)</p>	<p>T 1 and (b 1):</p> <p>Number of press articles obtained with the partners.</p> <p>T 2 and (b 2): number and nature of media and communication partnerships established</p>
<p>Expected result No.°2</p> <p>Support of civil society entities enhanced to further develop specific communication projects thus increasing visibility opportunities</p>	<p>PI 1: establishment of specific communication projects (exhibitions, publications, international conferences, etc.) on sectors' priorities and strategic events based on the tripartite model: UNESCO/media/private sponsor.</p> <p>PI 2: Create communication opportunities with NGOs, foundations, audiovisual/cinema production companies, press agencies, etc. to build up UNESCO's network of event partners and association to key events (where UNESCO can benefit from valuable communication platforms to promote its messages).</p>	<p>M 1: Numbers of communication projects serving the Sectors' specific communication needs (education, oceans, sustainable development, etc.).</p> <p>M 2: yearly renewal of the events and ongoing fruitful relationships with the communication and media partners.</p>	<p>T 1 and (b 1): increased visibility of UNESCO in the region thanks to regional or global communication projects.</p> <p>T 2 and (b 2): numbers of events organized in partnership with UNESCO and events reports for major events partnerships stating the volume and the profile of the audience reached.</p>

4. Special features

No other partner has the outreach capacity, or such a diverse range of methods for reaching the general public and decision-makers as the media.

In addition, the current media landscape, although constantly evolving, provides an extremely favourable environment for the development of partnerships with UNESCO, whose activities have the advantage of being at the heart of the world's major challenges.

Media outlets have multiplied exponentially with the rise of the web, fuelling a corresponding increase in demand for information. At the same time, editorial teams are being continually reduced, creating an opening for UNESCO to place well-prepared stories and information packages, in text, audio or video format.

5. Reference documents

There is currently no statutory framework for media partnerships. However, when preparing partnerships with media organizations, the guidelines established for entering into agreements with the private sector have been followed.

6. Selection of the partner

UNESCO may enter in partnerships with traditional news outlets, including newspapers, magazines and broadcasters, as well as new online multimedia outlets. Media partners are selected on the basis of their influence, audience, credibility, location, and the nature of the information UNESCO is seeking to promote.

7. Approval process of partner

Initial approval process takes place through internal meetings within ERI/DPI in consultation with concerned sectors, field offices and National Commissions. Due diligence must be completed with the implication of Legal Affairs.

Informal partnerships for specific media operations, such as the publication of a series of op-eds in the run-up to Rio+20, the launch of the *EFA Global Monitoring Report*, or celebrations for World Press Freedom Day, for which there are no financial implications, may be directly negotiated by ERI/DPI with the concerned UNESCO sectors and the partner organization.

In the case of partnerships established by field offices and/or National Commissions, ERI/DPI should be informed from the outset and included in the negotiations between the parties.

8. Cooperation modalities

Partnerships may be established directly between UNESCO and a media organization, or, for bigger projects, as a triangular agreement involving UNESCO, a major media outlet and a financial partner.

Any agreement, formal and informal, or long- and short-term, requires regular and structured contact between the parties to establish objectives, the roles and responsibilities of each party and desired outcomes. The use of UNESCO's logo and the branding of the Organization must be clearly defined.

Cooperation can take various forms depending on the type of media concerned. It could be via the provision by UNESCO or by the media partner of editorial content, audiovisual material or publication space in print or online media. It could be through the provision of broadcast time, or audiovisual production in the case of radio or television networks.

9. Monitoring and evaluation of the partnership

Rigorous monitoring and evaluation is required for all partnerships. Benchmarks must be established during the planning phase of the partnership agreement and desired, measurable outcomes and deadlines clearly defined.

Partners are expected to report to UNESCO on audience share (for broadcast media), circulation (in the case of print media), hits and page views (in the case of online media). UNESCO is expected to report on the provision of content for media partners and any other relevant statistics that may serve as an indicator of cooperation with the partner concerned.

10. Financial aspect

Most bilateral media partnerships would involve the preparation and provision of editorial content, such as text, photos or film footage. In such cases there is no financial commitment.

For large, longer-term projects, especially in the audiovisual domain where filming and production would be required, financing must be assured by the media partner, or a third partner, within the framework of a triangular partnership.

11. Expected visibility

Strategically selected media partnerships, for particular events or longer term promotional activities, would increase UNESCO's visibility significantly. As mentioned earlier, the media – in all its forms – has the potential to reach huge audiences.

12. Accountability mechanism

Accountability of any expenditures and the use of the UNESCO logo are the responsibility of ERI/DPI.

13. Termination clauses

Either party shall be entitled to terminate the present agreement giving three months' notice in writing to that effect to the other party if the other party fails to carry out any of its obligations in terms of the present agreement.

14. Involvement of National Commissions

Cooperation at country level is conducted with the involvement and cooperation of National Commissions.

E. PARLIAMENTARIANS

1. Purpose of the partnership

Throughout the world, parliaments are the central institutions used to express the will of the people, pass laws and hold governments accountable. They are uniquely positioned to shape and enforce laws promoting the rights for education, culture, science and media and to allocate resources for national budgets in these fields. Parliaments have the power to ratify the Organization's international conventions and recommendations and to align their respective national laws on these instruments. Parliamentarians are thus able to place the objectives and priorities of UNESCO on their agenda and their programmes of work.

This partnership with UNESCO would allow parliamentarians:

- to receive international and national expertise in key areas of legislation;
- to adopt national laws in alignment with UNESCO standard-setting instruments;
- to ratify UNESCO-related international conventions, and ensure appropriate national budgets for education, science and culture.

2. Strategic objectives

Our cooperation is expected:

- to lead to increasingly regular dialogue and better knowledge of our priorities and activities by:
 - improving understanding of UNESCO's normative action and expertise;
 - raising awareness of parliamentarians about UNESCO's priority programmes;
 - advocating more efficiently for legal and policy frameworks to better address educational, cultural, scientific issues at country level.
- to secure national laws that are more consistent with such priorities and citizens' expectations, by:
 - increasing UNESCO's standard-setting function at national, regional and global levels;
 - ensuring that the Organization's objectives are taken into consideration when voting national laws and budget, and making national policy choices;
 - promoting the ratification of international agreements and translate them into national legislation;
 - increasing regional cooperation by sharing best practices among various Parliaments;
 - contributing to achieve MDG goals;
 - involving parliamentarians more in the work of UNESCO.

3. Strategy for engagement

Since 1994, UNESCO has endeavoured to closely collaborate with elected representatives, who are key actors in politics, to anchor its ideals more firmly in national and local political realities. To this end, it is taking steps to sensitize parliamentarians to the work conducted by the Organization and raise their interest for being involved in partnership with UNESCO, by the following means:

- Cooperate and strengthen links with the Inter-Parliamentary Union (IPU) and regional organizations of parliamentarians;
- Promote partnerships with parliamentarians from Member States which have not yet established this type of partnership with UNESCO.

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

- Establish partnership monitoring and assessment processes;
- Choose its partnerships in the light of its long-term objectives and strategies;
- Contribute actively to the geographical rebalancing of its partnership;
- Facilitate collaboration between National Commissions for UNESCO and parliamentarians;

- Create an intersectoral database covering all the actors working in their fields of competence.

5. Expected results

Parliamentarians			
Expected results	Performance indicator (PI) (a maximum of three)	Means of verification (M) (data source)	Quantitative and/or qualitative Target/Benchmark (T) (on the basis of baseline data (b))
<p>Expected result No.°1</p> <p>Parliamentarians involved in UNESCO's normative action including the ratification of the international conventions and reciprocal representation in respective General Assemblies</p>	<p>PI 1: Visibility of UNESCO's action increased, notably its standard-setting action in the legislative sphere</p> <p>PI 2: National Commissions associated with this push for partnership with parliamentarians that vote national budgets in areas of interest to UNESCO and ratify international conventions</p>	<p>M 1: UNESCO's participation in parliamentary conferences and organization of parliamentary meetings by UNESCO</p> <p>M 2: triangular partnership UNESCO/National Commissions and parliamentarians developed in order to sensitize and engage on UNESCO's programme, objectives and priorities</p>	<p>T 1 and (b 1): participation of parliamentary institutions in UNESCO committees on EFA and international conventions</p> <p>T 2 and (b 2): increased representation of parliamentarians in main bodies of National Commissions</p>
<p>Expected result No.°2</p> <p>Broader support of parliamentarians to UNESCO ensured, notably in LDCs</p>	<p>PI 1: cooperation pursued between UNESCO and international & regional parliamentary organizations in the field of normative action</p> <p>PI 2: UNESCO's network of parliamentarians extended, while cooperation among existing networks strengthened</p>	<p>M 1: Organization's support base in Member States expanded by increased number of parliamentarians attending UNESCO events on normative action, especially in the field of EFA, culture and sciences</p> <p>M 2: activity reports from National Commissions submitted within the framework of the Action Plan of Tripartite working Group</p>	<p>T 1 and (b 1): increased visibility of UNESCO in decision-making circles and favourable conditions for expanding the Organization's support base in Member States created.</p> <p>T 2 and (b 2): visible mobilization and involvement of parliamentarians by National Commissions and field offices in their respective countries, notably in LDCs</p>

6 Special features

UNESCO's partnership with the legislative bodies of Member States is a complementary effort with a view to promoting its actions at national level and, through them, to enhance cooperation with the Legislative and the Executive, as well as with civil society.

7. Reference documents

Reference documents for partnerships with Parliamentarians include relevant paragraphs of the C/4 and C/5 documents, which specify the characteristics and impact of cooperation with

parliamentarians. They also include certain declarations adopted at UNESCO-parliamentary conferences and forums since 2002, as well as relevant paragraphs of the follow-up of the Independent External Evaluation (187 EX/17). Such declarations demonstrate the commitment of parliamentarians to UNESCO's objectives and priorities as well as their mutual understanding and support. The joint publication of UNESCO/IPU on the cooperation with parliamentarians summarizes various aspects of this partnership.

8. Selection of the partner

UNESCO develops partnerships with parliamentarians at various levels:

- At the global level, UNESCO and the Inter-Parliamentary Union (IPU) signed a cooperation agreement in 1997 with a view to developing guidance for national parliaments, publishing parliamentary materials corresponding to the Organization's objectives and facilitating the ratification of UNESCO-initiated international normative instruments.
- At the regional level, several regional parliamentary organizations, such as the Latin American Parliament (Parlatino), the Parliamentary Assembly of the Francophonie, have signed cooperation agreements with UNESCO, focusing on the fields of cultural diversity and education. In addition, regional parliamentary forums for education in Africa (FAPED-2002), the Arab States (FARPED-2007), Asia and the Pacific (FASPPED-2008) and Latin America and the Caribbean (FLACPED-2010) regions have been established, in cooperation with UNESCO. These forums mobilize a strong network of parliamentarians in favour of the achievement of EFA goals. Members' forums participate to the work of the high level Group on EFA, convened by UNESCO.
- At the national level, a network of 127 parliamentary focal points for UNESCO has been established in cooperation with IPU to mobilize political, educational, scientific, media and cultural communities and to ensure constructive relations between the executive, the legislative and civil society. As a best practice, "the Joint Standing Committee of the Chamber of Deputies and the Senate for the relations with UNESCO" has been set up in the Romanian Parliament.

9. Approval process of partner

As noted above, parliamentary focal points for UNESCO are selected by the parliaments of Member States.

At the regional and international level: UNESCO and relevant parliamentary organizations fix the terms of their partnerships and sign cooperation agreements. These proposals are submitted by the Director-General to the Executive Board for approval.

10. Cooperation modalities

- The following activities are instrumental in mobilizing support and enlarging this cooperation at various levels: official visits of the Director-General to Member States; high-level meetings with parliamentarians and hearings with parliaments; the reciprocal representation with inter-parliamentary organizations in annual meetings.
- At the international level, UNESCO and IPU share information materials, co-publish brochures, extend invitations to each other's general assembly or general conference and jointly organize forums and other events.
- At the regional level, regional parliamentary forums for education are regularly organized. The purpose of these forums is to confirm the commitment of parliamentarians to EFA

goals, review the progress made in this respect (political support to EFA and mobilization of adequate and effective financing for its achievement), share experiences and enhance action, notably the normative one, to reach the EFA goals. All parliamentary focal points (who are often presidents of the parliamentary committee for education) are members of their respective regional forums for education.

- At national level, the role of this institutional network of parliamentary focal points for UNESCO is to establish a permanent link between the Parliaments and the National Commissions for UNESCO at the national level. This cross-party group aims to mobilize political, educational, scientific and cultural communities in favour of UNESCO.

11. Monitoring and evaluation of the partnership

Monitoring and assessment mechanisms should be designed to ensure optimal results for this partnership. This should be done in collaboration with our partners in order to ensure the quality control of this partnership and provide up-to-date data on the activities undertaken by concerned partners.

The Executive Committee and the General Assembly of parliamentary forums for education need to be better assessed and monitored as part of global efforts to reach the EFA goals.

The database on the network of parliamentary focal points for UNESCO as well as cooperation with regional and interregional inter-parliamentary organizations needs to be improved and strengthened.

12. Financial aspects

In recent years, UNESCO contributed to the organization of regional and international parliamentary meetings and forums that were held at Headquarters and in the field. Financial support was mainly provided from the regular programme (both from Headquarters and field offices) and was complemented by extrabudgetary resources.

Given the financial situation of UNESCO, this partnership will need to be financed through voluntary contributions and other extrabudgetary resources. In this regard, fundraising and co-funding schemes should be worked out with UNESCO's interlocutors at various levels.

13. Expected visibility

To date, the standard-setting action of UNESCO and its partnership with parliamentarians in this respect have not sufficiently attracted the attention of the media and the public at large. This situation calls for efforts to involve more actively the media to cover parliamentary forums with regards to EFA. It also calls for efforts to highlight the impact of this partnership (standard-setting, advocacy and outreach to civil society). The Organization can rely on its network of elected representatives to improve its visibility and modernize its communications targeting global opinion.

There is a need to further develop the online database and information materials to promote and advocate for UNESCO's partnership with parliamentarians. UNESCO should also more vigorously mobilize the national parliamentary focal points to enhance the overall visibility of UNESCO and its partnership with them.

14. Accountability mechanism

The overall coordination of this partnership will continue to be provided by the ERI Sector (Section of National Commissions and Related Networks), in collaboration with relevant programme sectors. Management of programme implementation shall be the purview of concerned programme

sectors. For instance, regional parliamentary forums for education (FAPED, FARPED, FASPPED and FLACPED) could be the responsibility of the Education Sector.

Partners at each level should be accountable to their own institutions. Periodic reports should also be prepared and shared with the other partner.

15. Duration

There is no specific time frame for this partnership.

16. Renewal and termination clauses

There are no legal clauses for renewal and termination of this partnership. However, the cooperation with parliamentary focal points is automatically suspended after four years of ineffective or lapsed collaboration.

17. Involvement of National Commissions

National Commissions have a liaison function in developing this partnership. They should be informed and kept abreast of the partnership's advancement at national and regional levels. National Commissions are encouraged to include parliamentarians in their membership. At national level, National Commissions should develop consultations with parliamentarians on their programmes, invite them for their events and develop mutual support and joint actions in the fields of competence of UNESCO.

F. ASSOCIATIONS, CENTRES AND CLUBS FOR UNESCO

1. Purpose of the partnership

Clubs for UNESCO are non-profit bodies which work on a voluntary basis and are legally and financially independent from UNESCO. They are often established in schools and higher educational institutions, and have close links to the general public and other professional and local authorities. Clubs share a commitment to UNESCO's ideals and assist in their realization at the grassroots level. They thus contribute to the promotion of UNESCO's values, messages and actions and are instrumental for the realization of its objectives and goals.

The very first Club was set up in Sendai, Japan in 1947, even before Japan became a Member State of UNESCO in 1951. Today, the movement includes more than 3,500 Clubs, Centres and Associations in more than 100 countries.

2. Strategic objectives

The combination of expertise and resources with Clubs for UNESCO will allow the Organization to:

- foster the interest of children and youth in issues related to UNESCO;
- develop and promote understanding of UNESCO's goals and ideals at grassroots level;
- strengthen the implementation of its programme at local and national levels;
- contribute to the civic and democratic education of the members of Clubs for UNESCO and through them the public at large;
- promote solidarity and tolerance among children and youth;

- promote the International Days, Weeks, Years and Decades proclaimed by the United Nations and UNESCO.

3. Strategy for engagement

Most Clubs for UNESCO have particularly limited financial and operational capacities. In recent years, the *raison d'être* of the Clubs' movement has been challenged with the rise of modern means of communication and increasingly limited funding at the local level. If those restraints have not impeded their activity, their ability to survive is constantly at stake.

UNESCO strategy regarding Clubs is therefore targeting the following objectives:

- Capitalize on successes achieved through partnership with Clubs for UNESCO to make better use of its potential;
- Encourage Clubs for UNESCO to look for and turn to public and private sponsors with the help and supervision of their country's National Commission;
- Strengthen coordination and communication of the Clubs movement, notably by using social media to establish a forum for disseminating information about the Clubs and their activities.
- Bring synergies to several UNESCO networks which could play complementary roles to the Clubs movement, such as ASP network and UNESCO Chairs Programme.
- Encourage cooperation with other civil society partners, such as the private sector, local/municipal authorities.
- Strengthen the role of the WFUCA and of the regional and national federations of Associations, Centres and Clubs for UNESCO to periodically report to UNESCO and ensure the quality control of the Clubs in their respective country and region.
- Take additional measures to control the use (or avoid misuse) of UNESCO's name and logo, and ensure that Clubs' actions are in line with UNESCO's ideals.

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

The active support of National Commissions would be a prerequisite for coordinating the great variety of Clubs for UNESCO. They could notably encourage the creation of national federations, which would:

- coordinate the work of individual Clubs,
- propose common activities and guidelines for Clubs of same countries,
- provide them with documentation,
- encourage contacts with Clubs and similar bodies abroad.

5. Expected results

Associations, Centres and Clubs for UNESCO			
Expected Results	Performance indicator (PI) (a maximum of three):	Means of verification (M) (data source):	Quantitative and/or qualitative Target/Benchmark (T) (on the basis of baseline data (b)):
<p>Expected result No.°1:</p> <p>Associations, Centres and Clubs' support for UNESCO's action secured</p>	<p>PI 1: Activities of Associations, Clubs and Centres for UNESCO in line with UNESCO's mission and objectives</p> <p>PI 2: Involvement of women and youth in the Clubs activities increased</p>	<p>M 1: Results of UNESCO Clubs' surveys undertaken by National Commissions to UNESCO</p> <p>M 2: Activity reports from National Commissions submitted within the framework of the Action Plan of the Tripartite working Group</p>	<p>T and (b) 1: Increased number of activities in line with the objectives and priorities of UNESCO featured in UNESCO Clubs' survey and Activity reports from National Commissions (b1: WFUCA and Regional Federations of UNESCO Clubs (in total 6 entities) mobilized for conducting activities in line with UNESCO's mission and objectives)</p> <p>T and (b) 2: Increased number of Clubs activities specifically targeting and/or involving women and youth</p> <p>(b2: WFUCA and Regional Federations of UNESCO Clubs (in total 6 entities) mobilized for conducting activities targeting these groups)</p>
<p>Expected result No.°2</p> <p>Partnership between Clubs and National Commissions strengthened</p>	<p>PI 1: National Commissions accredit, monitor and assess as appropriate the Associations, Centres and Clubs for UNESCO in their respective countries</p> <p>PI 2: name and logo of UNESCO properly used by Clubs for UNESCO.</p>	<p>M 1: Global review of the overall cooperation with Associations, Centres and Clubs for UNESCO carried out at the country level</p> <p>M 2: decreased misuse of the name, acronym, logo and internet domain names of UNESCO by Clubs</p>	<p>T 1 and (b 1): reporting to UNESCO (ERI) on the Recommendations 6 of the Action Plan of the Tripartite working Group</p> <p>T 2 and (b 2):</p> <p>100 National Commissions to be sensitized about their role as guarantors of the proper use of UNESCO's name and logo during all events organized for National commissions, and displaying this commitment at the country level.</p>

6. Special features

Clubs for UNESCO help to foster access to the public, especially children and youth, and to public opinion in Member States. This partnership allows citizens to voluntarily take part in UNESCO's actions. It is meant to use this available energy and enthusiasm for a more efficient and relevant implementation of selected activities in the field.

Clubs for UNESCO are diverse and varied, but they all adhere to the common principles of the Organization's Constitution and to the Universal Declaration of Human Rights. They are largely independent from governments, different in size and financial and operational capacities, flexible in structure and membership (frequent turnover of members). They contribute to bring children and youth together to promote UNESCO's ideals and values at the local level.

7. Reference documents

Partnerships with Clubs for UNESCO are based on:

- "Clubs for UNESCO: A Practical Guide", first published in 2009 by the Organization and largely disseminated among clubs. The guide presents the modalities for establishing and conducting a Club.
- The database created in 2009 centralizes all information received regarding clubs in each country. The relevance of this information is ensured by National Commissions.
- The Directives concerning the use of the name, acronym, logo and Internet domain names of UNESCO, national laws for the accreditation as NGO.

8. Selection of the partner

Clubs may be established by individuals and are frequently set up by schools or other educational and cultural institutions. It is up to the National Commissions for UNESCO to approve the status of a Club for UNESCO.

9. Approval process of partner

- Each Club for UNESCO must first obtain the approval of its country's National Commission, which is responsible for recognizing the establishment of Clubs and endorsing activity's projects.
- Once the National Commission has officially approved the affiliation to the Clubs Movement, the Club is associated to UNESCO's activities and added into its database and relevant documents.
- It is entirely to the advantage of Clubs to adopt statutes recognizing laws applying in their country to non-profit-making cultural associations (should they exist). Such legal status will entitle them to official recognition by public authorities.
- Clubs for UNESCO are legally and financially independent from UNESCO, even though UNESCO may sponsor a number of their activities.
- National Commissions have the right to grant the use of UNESCO's name, acronym or logo, but only in the form of a linked logo. They may also establish time limits and/or conduct periodic reviews of authorizations which can be withdrawn. Any decision granting the use of UNESCO's name, acronym, logo and/or domain names are based on the following criteria: (i) relevance of the proposed association to the Organization's strategic objectives and programme; and (ii) compliance with the values, principles and constitutional aims of UNESCO.

10. Cooperation modalities

Cooperation with UNESCO is undertaken through the various bodies in which Clubs are organized as follows:

- National federations, which have been set up with the assistance of National Commissions. Their purpose is to facilitate contacts and carry out the work of the Clubs, Centres and Associations for UNESCO at the local, national and regional levels.
- Five regional federations enable the clubs to increase the effectiveness and range of their work by organizing their activities at the international level through the World Federation of UNESCO Clubs, Centres and Associations (WFUCA).
- WFUCA was established in 1981, as an essential partner for promoting UNESCO's values and federate the clubs movement. WFUCA and the regional federations set up later provide Clubs for UNESCO with a platform and enable them to speak with a single voice at major international summits. By facilitating exchange of expertise and information sharing, WFUCA should promote the mobilization, the cooperation and the coordination of this network. A World Congress of the WFUCA is held every four years to evaluate and coordinate its programmes and to elect its Executive Bureau, made up of representatives from all regions.

11. Monitoring and evaluation of the partnership

Monitoring and evaluation of this partnership is essentially done by the National Commissions, which play a fundamental role in coordinating, liaising with and mobilizing partners at the local and national levels. National Commissions are responsible for the orientations and legitimacy of activities that are undertaken by the Associations, Centres and Clubs for UNESCO. They must ensure that these Clubs respect the ethics of UNESCO, being particularly vigilant on the use of the name and logo of UNESCO.

UNESCO (ERI) carries out a general survey of clubs for UNESCO every four years based on the data provided by National Commissions in order to obtain a global evaluation of this network.

12. Financial aspects and implementing funds

The resources of Clubs only consist of membership fees or receipt from public functions organized by the Club. It is quite possible for a Club to plan and carry out activities that cost nothing but voluntary efforts of their members.

Clubs could also mobilize necessary funds from UNESCO's Participation Programme through National Commissions, and in specific and very limited cases also from the Organization's regular budget.

13. Expected visibility

Activities of Clubs are not expected to generate headlines at national and international levels. They can however be useful in maintaining local and national visibility for causes in the remit of UNESCO and promoting solidarity, tolerance and respect for basic rights.

14. Accountability mechanism

National Commissions have the authority to grant to the Clubs the right to use the Organization's name and logo (linked logo). National Commissions consequently have considerable responsibility for ensuring that club activities are in line with UNESCO's goals and principles.

The overall coordination of the Clubs movement is made by the Section of National Commissions and Related Networks of ERI Sector. The management of programme implementation is to be followed by related programme sectors and services concerned. WFUCA and the regional and national federations of UNESCO Associations, Centres and Clubs for UNESCO should play a

more active role to periodically report to UNESCO and conduct a census of Clubs at their respective level (national, regional, international).

15. Duration

There is no specific time frame for this partnership.

16. Renewal and termination clauses

Those Clubs that are no longer active, as noted through a periodic survey carried out by the Secretariat (please see above), are terminated. In addition, the misuse of UNESCO's name and logo is another factor taken into consideration in the examination of renewal and termination of individual clubs.

17. Involvement of National Commissions

It should be noted that the role of the National Commissions is not only to foster activities of Clubs for UNESCO that will contribute to attain the objectives of UNESCO, but also to see that such activities do not depart from the ideals by which they are inspired.

As already mentioned, National Commissions are responsible for the authorization and establishment of new Clubs. They also monitor Clubs' activities in their respective country and support and work closely with the National Federations of Clubs for UNESCO (if they exist) to carry out this duty.

G. ACADEMIC – UNIVERSITIES AND OTHER HIGHER EDUCATION INSTITUTIONS, RESEARCH INSTITUTIONS IN HIGHER EDUCATION

1. Purpose of the partnership

To advance teaching, learning and research that supports the development of sustainable knowledge societies

2. Strategic objectives

- To build capacities at higher education and research institutions through the exchange of knowledge and sharing in a spirit of international interuniversity solidarity which respects cultural diversity
- To establish new teaching programmes, generate new ideas through research and reflection, facilitate enrichment of existing academic programmes allowing higher education institutions to respond more readily and with greater autonomy to the demands for new learning and research in a world undergoing rapid economic, social and technological change
- To encourage interdisciplinary research/studies
- To promote North-South, South-South and triangular cooperation as a key strategy for institutional development
- To foster partnerships and cooperation among academia, civil society, local communities, research and policy-making

3. Special features

The UNITWIN/UNESCO Chairs network shares UNESCO's values, connects the Organization with communities, mobilizes expertise to support the advancement of UNESCO's goals in education, sciences, culture and communication. As a global network, built on a common vision of a world free of poverty and discriminations, it strengthens UNESCO's links with scientists, researchers and communities of practice and has a potential to contribute to the formulation and delivery of UNESCO's programmes and to achieving the MDGs.

4. Expected results

UNITWIN/UNESCO Chairs Programme			
Expected results	Performance indicator (PI) (a maximum of three)	Means of verification (M) (data source)	Quantitative and/or qualitative Target/Benchmark (T) (on the basis of baseline data (b))
Expected result No.°1 Cooperation and networking strengthened and university expertise mobilized to serve UNESCO's programme delivery in its priority areas	PI 1: Number of UNITWIN/UNESCO Chairs mobilized to support programme delivery in UNESCO's priority areas	M 1: Annual or bi-annual reports	T 1 and (b 1): 50 UNITWIN/UNESCO Chairs (Education)

5. Reference documents

- The strategic orientations for the UNITWIN/UNESCO Chairs Programme adopted by the Executive Board at its 176th Session (April 2007), document 176 EX/10 (<http://unesdoc.unesco.org/images/0014/001499/149919e.pdf>)
- The guidelines and procedures for the UNITWIN/UNESCO Chairs programme (2009, <http://unesdoc.unesco.org/images/0014/001439/143918e.pdf>)
- UNESCO's Medium-term Strategy (C/4) and Approved Programme and Budget (C/5)

6. Selection of the partner

The Programme is open to universities and other institutions of higher education and research that are recognized as bona fide institutions by the competent national authorities in the respective country and accepted by UNESCO; NGOs working in the field of higher education and research; other academic associations; inter-university and other academic networks that wish to establish a link between their own activities and the UNITWIN/UNESCO Chairs Programme; national, regional and international public or private institutions and agencies that currently have or intend to develop cooperative links and arrangements with UNESCO in the field of higher education.

Proposals for a UNESCO Chair or UNITWIN Network may be submitted by an institution eligible to participate in the programme. However, UNESCO Chairs or UNITWIN Networks may only be established at universities, other institutions of higher learning, or research institutions in higher education.

7. Approval process of partner

A university or other institution of higher learning or a research institution in higher education is recognized as a partner following UNESCO's approval of a proposal to establish a new UNESCO Chair or a UNITWIN cooperation programme submitted by the institution.

Proposals for UNESCO Chairs or UNITWIN cooperation programmes must meet a number of criteria, developed by UNESCO in collaboration with key programme actors. In accordance with these criteria, projects must be aligned with UNESCO's priorities; have a strong North-South, South-South and North-South-South cooperation dynamic; be interdisciplinary and innovative; include a comprehensive system of research, training, information and documentation activities; contribute to stimulating and developing intellectual and educational activities; have an impact at the global, regional, subregional and national level; have the support of the National Commission for UNESCO, etc. Proposals must also be adequately funded to be accepted.

Each project is reviewed by the relevant sector which makes a recommendation on the establishment of the UNESCO Chair or UNITWIN cooperation programme. This recommendation is validated by the Assistant Director-General of the Sector concerned and then transmitted to the Assistant Director-General for Education – the overall coordinator of the UNITWIN/UNESCO Chairs Programme – for a final decision on the proposal. An agreement is then signed between UNESCO and the partner(s) to officially establish the UNESCO Chair or the UNITWIN cooperation partner. The agreement identifies clearly the partners and their respective rights and responsibilities, the objectives of the Chair /cooperation programme, the use of the UNITWIN/UNESCO logo, the renewal of the Chair/cooperation programme, etc.

8. Cooperation modalities

In accordance with the terms of the agreement mentioned in the section above, UNESCO takes steps to facilitate the participation of the partner in its programmes and activities with a view to strengthening international academic cooperation in the field of scientific research and its applications for national development. Wherever possible, UNESCO encourages the exchange of professors, researchers and students with other universities within the framework of the UNITWIN Programme. Moreover, UNESCO endeavours to associate the partner with the activities of other UNESCO Chairs and UNITWIN cooperation programmes focusing on similar or closely related themes. Finally, UNESCO plays a proactive role in fostering partners' networking.

Cooperation with the partner is managed at different levels and by different Sectors of UNESCO Secretariat: the coordination team, in the Education Sector; the Intersectoral Committee for UNITWIN, comprised of representatives of all substantive Sectors of UNESCO; the network of UNITWIN Sector Focal Points; and field offices, institutes and centres, all contributing to the efficient implementation and monitoring of UNESCO Chairs and UNITWIN cooperation programmes.

9. Monitoring and evaluation of the partnership

Quality performance is of paramount importance to the UNITWIN/UNESCO Chairs Programme. The intention is for UNESCO Chairs and UNITWIN Networks to become poles of excellence and innovation. The first level of evaluation is the host institution itself which ensures that the Chair or Network is making a difference, in particular in improving capacity in developing country partners.

Progress reports that Chairs and Networks are requested to submit annually to UNESCO inform on the impact of their activities on capacity-building, knowledge sharing and national/regional policy formulation. UNESCO expects the host institution to take a results-based management approach in designing the activities of the Chair or Network.

Other forms of evaluation are organized by UNESCO with the National Commissions for UNESCO playing a key role. Evaluations may be internal or external and their results inform decision-making in the subsequent UNESCO programme and budget. Evaluation and monitoring can also take the form of consultation meetings, workshops that include partners, or visits by UNESCO staff to the UNESCO Chair or UNITWIN Network.

10. Financial aspects

Proposals for the establishment of new UNESCO Chairs/UNITWIN cooperation programmes 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 regular programme funds serve essentially to foster Chairs' networking, sharing of knowledge and good practices, and to enhance their cooperation with UNESCO in priority areas.

11. Expected visibility

To ensure the visibility of the partnership, UNESCO Chairs and UNITWIN cooperation programmes are invited to use the composed UNITWIN/UNESCO logo that includes the UNESCO official logo, the UNITWIN logo and the partner's logo. This composed logo is designed by UNESCO and can be used on all promotional and information materials published by the partner in relation to activities of the UNESCO Chair/UNITWIN cooperation programme.

UNESCO makes available relevant information on UNITWIN/UNESCO Chair partners on the UNITWIN Portal (name of the partner, title the Chair/Network, its objectives and concrete activities, partners, website, the name and contact details of its Chairholder, as well as information on important upcoming events, publications etc.).

12. Accountability mechanism

Several mechanisms are in place to facilitate the implementation of the partnership. These include the Programme coordination team, based in the Education Sector; the Intersectoral Committee for UNITWIN, comprised of representatives of all substantive sectors of UNESCO; the network of UNITWIN Sector Focal Points. In addition to these, field offices, institutes and centres contribute actively and substantively to the efficient implementation and monitoring of UNESCO Chairs and UNITWIN cooperation programmes.

The ED coordination team is responsible for the overall coordination and management of the Programme under the authority of the Assistant Director-General for Education. ADG/ED reports to the Director-General on overall programme implementation, proposes new programme strategic orientations to the Director-General for approval, decides on allocation of ED resources (staff and funds).

The responsibilities of the ED coordination team cover all programme areas, ranging from the support provided to higher education institutions wishing to work on a project proposal, to the establishment of new UNESCO Chairs/UNITWIN networks, the appointment of Chairholders, the renewal of agreements, monitoring and evaluation, communication, reporting etc. The ED coordination team acts as well as the UNITWIN Focal Point for the Education Sector. All these responsibilities are discharged in close consultation and cooperation with the UNITWIN Sector Focal Points; field offices, institutes and centres; National Commissions for UNESCO; the potential partners themselves etc.

The UNITWIN Sector Focal Points, field offices, institutes and centres advise on projects' relevance; Chairs' and Networks' performance, appointment of Chairholders, Chairs' development prospects, etc. More importantly, they facilitate synergies and cooperation between UNESCO and

Chairs/Networks in the conceptualization and implementation of the Organization's programmes and activities.

13. Duration

UNESCO Chairs can be established as new teaching and research units at universities and other higher education and research institutions for an initial period of four years. UNITWIN Networks are established for a period of six years.

14. Renewal clauses

The renewal of agreements is processed through an exchange of letters between the parties signatories to them (UNESCO and the host institution of a UNESCO Chair or UNITWIN Network). The institution or institutions concerned send a letter to UNESCO 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 UNESCO Chair or the UNITWIN Network (its quality, relevance and concordance with the objectives and mandate of UNESCO) and appropriate funding obtained.

15. Termination clauses

When UNESCO Chair or UNITWIN Network does not fully comply with the terms of the agreement, UNESCO exercises its right to close the Chair or Network. Circumstances under which UNESCO terminates or does not renew an agreement include: failure to submit progress reports; progress reports are evaluated negatively; activities carried out by the Chair/Network do not correspond to UNESCO's mandate.

16. Involvement of National Commissions

As a key programme actor, National Commissions for UNESCO support higher education institutions prepare their applications for the establishment of a UNESCO Chair or UNITWIN cooperation programme; ensure that proposals meet eligibility criteria; facilitate networking, sharing of information and good practices among Chairs established in the country; make available information on the activities carried out by the UNESCO Chairs/UNITWIN cooperation programmes to the national, regional and global community; contribute to programme evaluations their own perspective on the Chairs' relevance, activities, development prospects and impact.

H. UNESCO ASSOCIATED SCHOOLS PROJECT NETWORK (ASPnet)

1. Purpose of the partnership

Ever since its launch in 1953, ASPnet has served as an exceptional platform, from local to global levels, for translating the core values stated in the Preamble of UNESCO Constitution into improved classroom learning. Through the conduct of effective ASPnet pilot projects in schools around the world, enormous advances have been made to improve the quality of education. ASPnet educational innovations have contributed substantially to enhancing the evolving role of teachers, the renewal of the content of education, improving the learning process and environment (both inside and beyond the school) and the development of innovative educational resource material.

ASPnet is a network of committed schools (ranging from pre-schools and primary to secondary schools and teacher training institutions) engaged in fostering and delivering quality education in pursuit of peace, liberty, justice and human development in order to meet the pressing educational needs of children and young people throughout the world. It often serves as a pulse taker, sensitive to what is happening in the world and as a pace-setter, concerned with introducing new

issues and topics in the classroom so that students are better-prepared to deal with the present and tomorrow's challenges.

2. Strategic objectives of the partnership

The partnership will allow the Organization to:

- develop and support understanding of UNESCO's goals and ideals
- promote Education for Global Citizenship based on values (such as peace, human rights and tolerance)
- enhance efficiency and effectiveness of programme activities
- strengthen visibility and impact of UNESCO's action and presence, globally, regionally and at country level
- encourage cooperation with communities, educational institutions, universities (including UNESCO Chairs), UNESCO Clubs, Centres and Association

ASPnet contributes to Strategic Programme Objective 2: Empowering learners to be creative and responsible global citizens (Expected result 8: Member States integrate peace and human rights education components in education policies and practices).

The ASPnet aims to play an instrumental role in the achievement of the Education for All (EFA) Goals with particular emphasis on goal No. 6 (quality education) and the strengthening of the four pillars of learning for the twenty-first century – especially learning to live together. ASPnet serves as a laboratory for developing innovations in the field of education; and as a testing ground for new ideas as well as approaches and the experimentation of pedagogical materials. ASPnet advocates a holistic approach to learning and seeks to enhance and reinforce intersectoral cooperation.

Effective use of the Network is constantly being made by all sectors of UNESCO. ASPnet innovations and achievements are designed to have a multiplier effect and to be incorporated into the mainstream of systems of education through the publication of its series "ASPnet Good Practices", and publications for teachers and students. The Network aims to build also solid and sustainable partnerships with both the private and public sectors.

3. Strategy for engagement

UNESCO (ASPnet International Coordination) informs potential partner school on the procedures for application and encourages its members to:

- conduct innovative activities and devise new pedagogical approaches, methods and resources on the four themes of study: (i) peace and human rights; (ii) intercultural learning; (iii) education for sustainable development and (iv) world concerns and the role of the United Nations system
- enhance the sharing of experiences and develop exchanges of good practices
- take part in UNESCO initiatives – flagship projects, campaigns, workshops/seminars, contest – and in activities to test and validate pedagogical materials and projects
- appoint a focal point (a teacher) to coordinate the ASP school project and liaise with the ASPnet National Coordinator (sending of the Annual Report)
- promote the ASPnet branding and visibility (use of the joint UNESCO/ASPnet logo)

- strengthen participation in the community by involving parents and other partners (both public and private) as well as sensitizing the media.

UNESCO (ASPnet International Coordination) provides guidance and support for the:

- development of ASPnet flagship projects and campaigns
- production and dissemination of innovative educational resource material (as well as for experimentation and validation of UNESCO/United Nations material)
- identification and sharing of ASPnet “good quality education practices”
- training for ASPnet National Coordinators, principals and teachers

UNESCO may also initiate discussions with potential other partners (such as the private sector or foundations) to explore their interest for collaboration in specific priority areas.

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

Challenges:

- Increase the number of ASPnet member institutions (particularly in North and sub-Saharan Africa and the Middle East)
- Consolidate a common programmatic focus in support of education for global citizenship (with emphasis on universal values based on peace, mutual understanding and respect for human dignity) and contemporary challenges for sustainable development (including climate change education and education for disaster preparedness and risk reduction)
- Identify potential issues at national, sub regional and regional level to raise collaboratively within the Network
- Implement new flagship projects for quality education for all
- Strengthen partnership and networking among ASPnet schools, with non-ASPnet schools, universities, teacher education and research institutions, NGOs and civil society
- Identify mechanisms for ensuring quality performance of the Network as a whole
- Monitor and process evidence-based data on schools initiatives

Opportunities:

- Strengthen the cooperation with field offices, National Commissions for UNESCO and national authorities, and engage governments for support to ASPnet schools as testing ground of policy changes
- Develop feedback channels (emails, surveys, websites, collaborative on-line platforms ...) focusing on the ASP schools actions/activities to deepen and enrich interaction through an effective use of ICTs
- Take advantage of the use of the new social media to enhance UNESCO's visibility and to promote its ideals

- Facilitate and encourage e-twinning and e-partnering among ASPnet schools to develop collaborative classrooms activities and enhance learning experiences, creativity and innovation

5. Expected results

UNESCO Associated Schools Project Network (ASPnet)			
Expected results	Performance indicator (PI) (a maximum of three)	Means of verification (M) (data source)	Quantitative and/or qualitative Target/Benchmark (T) (on the basis of baseline data (b))
Expected result No.°1 Countries supported in the development of knowledge, values and skills in the area of peace and human rights and other key UNESCO and United Nations priorities	PI 1: Number of ASPnet members supported which have delivered quality programmes and projects on peace, human rights and other UNESCO and United Nations priorities	M 1: Country reports	T 1 and (b 1): 20% of ASPnet members

6. Special features

ASPnet represents the largest and most unique network of schools in the world. It consists of some 9,000 schools in 180 countries in both urban and rural communities. Participating schools include pre-schools, primary schools, secondary schools, technical and vocational schools and teacher training institutions. In each country the network operates under the guidance and expertise of its ASPnet National Coordinator who is appointed by the National Commission for UNESCO. During the past six decades it has involved millions of students and teachers pursuing the mission of UNESCO through the conduct of pilot projects aimed at reinforcing the humanistic, ethical and international dimensions of education. ASPnet operates on four levels i.e. school, national, regional and international and the network benefits from support from National Commissions for UNESCO, Ministries of Education, UNESCO field offices and UNESCO Institutes. UNESCO Associated Schools are encouraged to observe international days, years and decades proclaimed by the United Nations General Assembly, and they have made significant contributions in this connection over the years.

Establishing a partnership with ASPnet also often leads to collaboration with other UNESCO networks such as UNESCO Clubs, UNEVOC and UNITWIN/UNESCO Chairs.

7. Reference documents

List of the tools necessary for the ASPnet Coordination at the country level:

Related document

[Guide for ASPnet National Coordinators](#)

Forms

[Annual Report Form for ASPnet National Coordinators](#)

[Annual Report Form for ASPnet Schools](#)

[Application Form for Membership](#)

[ASPnet Flyer](#)

Links

[ASPnet strategy](#)

[List of National Coordinators worldwide](#)

8. Selection of the Partner

Schools interested in establishing a partnership with UNESCO in favor of quality education are invited to complete an application form for ASPnet membership and indicate a pilot project which they are keen to implement in at least one of the main themes of study: (i) peace and human rights; (ii) intercultural learning; (iii) education for sustainable development and iv) world concerns and the role of the United Nations system. Prospective schools engage to participate in ASPnet for a minimum of three years. Application forms, signed by the Principal, are then transmitted to the ASPnet National Coordinator and the UNESCO National Commission for UNESCO for approval and submission to the ASPnet International Coordination, Education Sector, at UNESCO Headquarters, Paris.

9. Approval process of partner

The ASPnet National Coordinator plays a central role in managing its network. In particular, the ASPnet National Coordinator should consider equal representation of urban and rural areas and different levels of schools as well as geographical distribution within their ASPnet national network and to aim at quality rather than quantity.

UNESCO reviews each ASPnet application received taking into account the following criteria:

- Number and geographical distribution of UNESCO Associated Schools within the country; and
- Pertinence and feasibility of pilot project proposed pertaining to at least one of the main ASPnet themes of study (see above) and incorporating an interdisciplinary approach.

Upon acceptance by the Organization, schools receive an ASPnet Certificate of Participation signed by the Director-General of UNESCO and is incorporated into the ASPnet database. Membership in ASPnet implies a moral agreement between the school and UNESCO and it can be complemented with the ASPnet Charter to be signed by both the school and the corresponding National Commission for UNESCO.

10. Cooperation modalities

ASPnet offers a well-established and effective Network which operates at four main levels:

- School: In each ASPnet school there is a focal point, often an active classroom teacher who coordinates the ASPnet activities. Each participating school is called upon to conduct an annual pilot project in support of quality education involving ideally all teachers and students. The focal point reports, each year, on all initiatives undertaken, to the ASPnet National Coordinator.
- National: In each country, measures are taken to align ASPnet initiatives and projects in accordance with UNESCO priorities and national educational policy and needs. The

National Commission for UNESCO appoints an ASPnet National Coordinator whose role is to: provide guidance and support to schools, assist in assessing ASPnet initiatives and ensuring a multiplier effect (i.e. taking to scale innovations developed), ensure communication between schools (many countries have national ASPnet news bulletins, websites, etc.), facilitate joint projects, twinning between schools, participation in regional and international ASPnet projects, workshops, campaigns and other initiatives and report annually to UNESCO Headquarters on progress and results achieved.

- Regional: Each region, and often subregion, of the world has its own specificity, challenges and needs. Once again ASPnet serves as a viable Network to promote quality education in line with regional priorities.
- International: The 180 ASPnet national networks represent a formidable vehicle for the mobilization of schools in quest of contributing to quality education and the urgently needed “learning to live together”. The International Coordination of ASPnet is ensured by the Education Sector which collaborates closely with all other Sectors of UNESCO, Field Offices and Institutes, the United Nations and other specialized agencies, Permanent Delegations to UNESCO, National Commissions for UNESCO, ministries of education, international NGOs, civil society, the media and both the public and private sectors.

11. Monitoring and evaluation of the partnership

At each level of operation, ASPnet initiatives are monitored and assessed. ASPnet teachers assess their projects, activities, school exchanges etc. and report on results and problems encountered in their annual reports submitted to their respective ASPnet National Coordinators. ASPnet National Annual Reports are then prepared by the ASPnet National Coordinator and forwarded to UNESCO. Most countries conduct annual workshops for ASPnet teachers in order to enable the exchange of information on results achieved and challenges encountered. Assessment is a major feature of such encounters as well as planning for the future in view of needs and priorities. At regional and international levels, monitoring and assessment are built into all major Flagship Projects and initiatives. On the occasion of the fiftieth anniversary of ASPnet in 2003 a major external evaluation was conducted (University of Birmingham) which commended ASPnet: “The network is unparalleled in the world in its current activity, in its focus on what is important in education and its potential to drive new thinking”. In connection with the sixtieth anniversary of ASPnet in 2013, another external evaluation will be conducted.

Monitoring and evaluation can also take the form of consultative meetings, workshops, or visits by UNESCO staff to the UNESCO Associated Schools.

12. Financial aspects

The overall success of ASPnet depends on human resources and financial support. In spite of a constantly growing effective network, both human and financial resources have dwindled drastically during the past two biennia.

For the biennium 2010-2011:

- Bilateral cooperation:
 - JFIT: \$200,000
 - USA: \$111,687

- Multilateral cooperation:
 - UNEP: \$10,000
 - ISESCO: \$10,000
- Private sector:
 - BASF: \$1,371,742
 - Swiss Direct Mail: \$40,000
- UNESCO Participation Programme: \$883,400
- UNESCO regular programme budget: \$100,000

In addition, and a very important feature, ASPnet schools carry out a lot of their own fund raising for their pilot projects and ASPnet teachers spend thousands of hours of their free time on ASPnet activities.

13. Expected visibility

Over the decades, ASPnet and UNESCO have received massive visibility for their action and results, from local to global levels, through the media (press, radio, television). For years CNN news clips were produced on concrete ASPnet initiatives. ASPnet flagship projects and national, regional and international ASPnet workshops/seminars are often covered by the media. ASPnet benefits from its own website www.unesco.org/education/asp in connection with the Education website and many ASPnet schools have set up their own websites.

UNESCO Associated Schools (on the condition that they have received the official certificate of membership from the International Coordination) and ASPnet national coordinations are also welcome to use the joint UNESCO/ASPnet logo (with reference to the official guidelines for the use of the logo) for their websites, brochures and events.

14. Accountability mechanism

At the national level, National Commissions for UNESCO are accountable for the Network in their respective countries. The ASPnet International Coordination is ensured by the Education Sector which is accountable for the overall development and functioning of the Network.

15. Duration

ASPnet has been in existence since 1953 and remains one of UNESCO's highest-performing networks.

At the level of the school: membership is for a minimum period of three years and renewable. Most schools join the network with a long-term commitment.

16. Renewal clauses and termination clauses

ASPnet has been renewed each biennium following the decisions made by the General Conference of UNESCO.

17. Involvement of National Commissions

The National Commissions for UNESCO are responsible for ensuring that the ASPnet schools keep to UNESCO's ideals and that its name is not used to promote activities not in line with the Organization. In each country, the National Commission appoints an ASPnet National Coordinator and supports/facilitates the latter's work.

UNESCO Member States recognize ASPnet schools as agents for change within the framework of national education reforms and strive to incorporate their innovations and good practices for quality education in national school systems. They disseminate the results of projects (ministerial circulars, specialized educational publications, conferences and media) and ensure communication between schools. They support training for ASPnet National Coordinators, school principals and teachers and often involve civil society (NGOs, etc.) in implementing ASPnet initiatives. The National Commissions for UNESCO also facilitate ASPnet networking at both regional and international levels.

I. 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 optimise 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. Expected Results

Honorary and Goodwill Ambassadors			
Expected results	Performance indicator (PI) (a maximum of three)	Means of verification (M) (data source)	Quantitative and/or qualitative Target/Benchmark (T) (on the basis of baseline data (b))
Expected result No.°1 All Honorary and Goodwill Ambassadors have an action plan	PI 1: % of total action plans that match with UNESCO's programme, objectives, and priorities PI 2: % of total action plans that include the communication strategy aiming to increase UNESCO's visibility	M 1: Honorary and Goodwill Ambassadors' active involvement in events, activities, and meetings organized by UNESCO M 2: Increased use of UNESCO's name and logo	T 1 and (b 1): 40% (16%) T 2 and (b 2): 40% (16%)
Expected result No.°2 Cooperation between UNESCO's field offices and Honorary and Goodwill Ambassadors is strengthened	PI 1: % of Honorary and Goodwill Ambassadors that include visit of UNESCO's field offices in their professional agendas PI2: % of Honorary and Goodwill Ambassadors that establish, if necessary, direct contacts with UNESCO's field offices	M1: Increased participation of Honorary and Goodwill Ambassadors in the events and project implementation organized by UNESCO's field offices M 2: Honorary and Goodwill Ambassadors initiate activities in line with UNESCO field offices' priorities	T 1 and (b 1): 40% (11%) T 2 and (b 2): 40% (11%)
Expected result No.°3 Honorary and Goodwill Ambassadors continue to raise funds for UNESCO's programme objectives and priorities	PI1: % of Honorary and Goodwill Ambassadors that make personal financial contributions towards the Organization's priority programmes, projects and activities PI2: % of Honorary and Goodwill Ambassadors that mobilize extrabudgetary resources and work out co-funding schemes in close cooperation with UNESCO	M1: Honorary and Goodwill Ambassadors' financial contributions are reflected in communication tools of UNESCO M2: Honorary and Goodwill Ambassadors' work with public and private partners is reflected in communication tools of UNESCO	T 1 and (b 1): 25% (12%) T 2 and (b 2): 40% (22%)

6. 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.

7. Reference documents

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

8. 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 "UN 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 "UN Guidelines".

9. 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 "UN 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.

10. 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.

11. 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.

12. 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.

13. 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.

14. 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.

15. 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.

16. 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.

17. 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.

J. 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 practice-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 amongst 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 cooperation 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. Expected results

UNEVOC Network			
Expected results	Performance indicator (PI)	Means of verification (M)	Quantitative and/or qualitative Target/Benchmark: (on the basis of baseline data (b))
<p>Expected result No.°1</p> <p>The UNEVOC Network strengthened through expansion of capacity-building and knowledge management activities</p>	<p>PI 1: Number of UNEVOC Centres actively contributing to TVET online database updates, evidence based promising practices and moderated discussion e-forum</p> <p>PI 2: Number of UNEVOC centres which benefited from capacity-building programmes</p> <p>PI 3: Number of UNEVOC Centres which successfully renewed their membership</p>	<p>M 1: World TVET Database, Promising practices, e-Forum online conferences</p> <p>M 2: UNEVOC International Centre's reports on activities (e.g. meetings reports, conferences proceedings)</p> <p>M 3: Network portal update</p>	<p>T 1 and (b 1): 60 UNEVOC Centres validated and updated TVET database</p> <p>T 2 and (b 2): Minimum 12 online conferences organized and 40 quality promising practices coming from at least 25 UNEVOC centres initiatives</p> <p>T 3 and (b 3): 50% successfully renewed their membership</p>

6. 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.

7. Reference documents

- 30 C/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)".

8. 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.

9. Approval process of partners

A TVET institution⁸ 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

⁸ (whether located at the local Ministry, a national appointed body, a university or other institution of higher learning or a research institution in TVET, a secondary Training institution, an NGO or a TVET Network)

- Engage in transnational cooperation processes
- Update relevant data in the network portal

10. 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.

11. 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.

12. 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.

13. 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.).

14. 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.

15. Duration

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

16. 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.

17. 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.

K. 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. Expected results

Category 2 institutes and centres under the auspices of UNESCO			
Expected results	Performance indicator (PI) (a maximum of three):	Means of verification (M) (data source):	Quantitative and/or qualitative Target/Benchmark (T) (on the basis of baseline data (b)):
Expected result No.°1 Category 2 institutes and centres made programmatic contributions to the strategic objectives of UNESCO	PI 1: Number of category 2 institutes and centres contributed to UNESCO regular programme	M 1: Category 2 institutes and centres' regular reports to UNESCO M 2: UNESCO overall reporting on activities by category 2 institutes and centres	T 1 and (b 1): Fact sheets on 82 category 2 institutes and centres updated, including online
Expected result No.°2 Cooperation with category 2 institutes and centres strengthened and implementation of the integrated comprehensive strategy for category 2 institutes and centres improved	PI 1: Number of international, interregional and regional meetings of category 2 institutes and centres organized PI 2: Number of category 2 institutes and centres renewed	M 1: Meeting reports M 2: Renewal assessments	T 1 and (b 1): At least 50% of category 2 institutes and centres participated in annual and/or ordinary network meetings T 2 and (b 2): Guidance and criteria of the integrated comprehensive strategy for category 2 institutes and centres applied for 100% of the renewed agreements

6. 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.

7. 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.

8. 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 institute or centre.

The activities of category 2 institutes and centres must be global, regional, subregional 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.

9. 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.

10. 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.

11. 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.

12. 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.

13. 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.

14. 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.

15. 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.

16. Termination clauses

Each of the contracting parties shall be entitled to denounce this Agreement unilaterally, by sending notification to the other contracting party. None 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.

17. 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).