

INTEGRATED COMPREHENSIVE STRATEGY FOR CATEGORY 2 INSTITUTES AND CENTRES UNDER THE AUSPICES OF UNESCO

37 C/Resolution 93 (November 2013):

The General Conference,

Recalling 35 C/Resolution 103, 190 EX/Decision 18 (I), paragraph 6 and, in particular, recommendations contained in 190 EX/18 Part I, paragraph 23, 192 EX/Decision 15 (I) and 192 EX/Decision 16 (VII) (5) (d),

Also recalling documents 190 EX/18 Part I, 190 EX/INF.16, Draft 37 C/4 and Draft 37 C/5,

Having examined document 37 C/18 Part I and its annex,

1. *Decides* to approve the amended integrated comprehensive strategy and its attachments, as recommended by the Executive Board,
2. *Decides* that this integrated comprehensive strategy shall supersede all relevant prior resolutions by the General Conference on the subject,
3. *Requests* the Director-General to apply the strategy to all proposals for the establishment of category 2 institutes and centres and all renewals of existing agreements.

A. Establishment, periodic review and evaluation

A.1 Establishment and designation

- A.1.1 Based on the proposal by one or several Member States and complemented by a feasibility study carried out by the Director-General, the Executive Board recommends to the General Conference the designation of a category 2 institute or centre under the auspices of UNESCO.
- A.1.2 Category 2 institutes and centres can only be established by a resolution of the General Conference. Such a decision must specifically state that the entity in question is to be “under UNESCO’s auspices”.
- A.1.3 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.

- A.1.4 The Director-General must be explicitly authorized by the General Conference to conclude an agreement with the Member State or Member States concerned on the establishment of a category 2 institute and centre.
- A.1.5 In certain cases, the General Conference may authorize the Executive Board to take a decision on its behalf in designating a category 2 institute or centre.
- A.1.6 Attachment 1 to this strategy sets out guidelines for the procedures to be followed in the creation of institutes or centres under the auspices of UNESCO (category 2).
- A.1.7 Attachment 2 to this strategy contains a generic draft model agreement. In applying the model agreement governing the establishment of such centres enough flexibility should be allowed in order to take into account the legal constraints of Member States in proposing the establishment of such centres.

A.2 Legal responsibility of UNESCO: While category 2 institutes and centres are associated with UNESCO, they are legally outside the Organization. They enjoy legal and functional autonomy. 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.

A.3 Periodic review and evaluation

- A.3.1 The agreement for the establishment of an institute or centre as a category 2 institute shall be concluded for a definite time period, not exceeding six years. The agreement may be renewed by the Director-General in the light of the review in A.3.2 and A.3.3 and the evaluation referred to in A.3.4 and once the Executive Board has taken its decision.
- A.3.2 At least six months prior to the expiration of the agreement, the Director-General will carry out a review of the activities of the institutes and centres and of their contribution to the strategic programme objectives of the Organization and the strategy for category 2 institutes and centres approved by the General Conference.
- A.3.3 The Director-General will include the results of this review in his report to the Executive Board on the execution of the Programme with recommendations as to whether the designation as category 2 institute or centre under the auspices of UNESCO should be maintained, terminated or not renewed. For each institute and centre under review, the termination or non-renewal of an agreement is incumbent upon the Executive Board.
- A.3.4 To facilitate the review, the Internal Oversight Service will consider in its planned evaluations of strategic programme objectives, the contribution of the relevant category 2 institutes and centres to the strategic programme objectives under review.

A.4 Termination:

The draft agreement should specify that either of the contracting parties shall be entitled to denounce the agreement concluded, with no legal or financial repercussions, and hence terminate the designation as category 2 institute or centre.

The termination or non-renewal of an agreement shall be authorized by a decision of the Executive Board, on the basis of a recommendation provided by the Director-General.

In the event of a breach of the agreement, the Director-General can propose to the Executive Board to terminate the agreement immediately.

The termination shall also occur in case the institute or centre ceases to exist.

B. Activities and operations

B.1 Global, regional, subregional or interregional scope: 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.

B.2 Contribution to UNESCO's programmes:

B.2.1 Each category 2 entity shall contribute to the achievement of UNESCO's strategic programme objectives and global priorities of the Organization, as well as sectoral or intersectoral programme priorities and themes, defined in the C/5 document.

B.2.2 The type, scope and nature of the contribution must be articulated in the original request for creation/association, addressed and assessed in the initial feasibility study by the Director-General, and reconfirmed through subsequent periodic evaluations.

B.3 Formulation of UNESCO Programme Sector strategies for engagement with category 2 centres and institutes on specific themes:

B.3.1 UNESCO's programme sectors shall regularly update specific sector strategies for engagement and interaction with relevant category 2 institutes and centres on specific themes with which all category 2 entities shall comply.

B.3.2 The sector strategies shall identify areas for joint programme implementation and areas where greater synergies could be promoted, such as contribution by category 2 entities , both at the national and regional levels, to UNESCO's contribution to common United Nations country programming exercises as well as to linkages and interaction with field offices (cluster, regional and national offices as appropriate), National Commissions, category 1 centres and UNESCO's manifold programme networks, including UNESCO Clubs and Centres, ASPnet, UNESCO Chairs and national committees or intergovernmental programmes.

B.3.3 To facilitate the implementation and regular update of specific sector strategies, each UNESCO programme sector shall designate a focal point, who could also be located in a field office.

B.3.4 Promoting a process of mutual consultation, category 2 entities shall be invited to share their work plans and other relevant material with UNESCO's programme sectors – as programme sectors will undertake to share their work plans and other information material with their relevant category 2 partners.

B.3.5 Cooperation between UNESCO and category 2 institutes and centres may also include joint publications which shall be subject to the same quality review and approval processes as other UNESCO publications.

B.4 Reporting on results:

B.4.1 Directors of all category 2 institutes and centres shall be required to submit to UNESCO a biennial report with information on the contribution of the activities of the Institutes or Centres to UNESCO's strategic programme objectives, global and sector priorities as well as sectoral expected results, performed under the scope of the agreement including those in collaboration with field office or offices in whose geographical area they are active as well as with National Commissions for UNESCO. The biennial reporting should be managed in a simple and concise manner so that the reporting obligation should not hamper operations of centres.

B.4.2 In line with the results-based management (RBM) approach, programme sectors shall include in their 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. Such reports shall highlight the value added by these entities and their impact on the attainment of programme results at the Main Lines of Action (MLA) level, whether realized through individual action, joint action with other category 2 entities or through joint implementation with the Secretariat.

C. Coordination and reporting

C.1 Mapping: The Director-General shall undertake every two years a mapping exercise of all category 2 institutes and centres, drawing on information provided by sectoral focal points in liaison with the directors and staff of category 2 institutes and centres. This information shall include the thematic specialization and geographic coverage of all category 2 institutes and centres; information on the contribution of each entity to UNESCO's programme results at the MLA level (see B.4.1. and B.4.2. above); information on all costs incurred as a result of interaction with category 2 entities; and the identification of best practices in promoting South-South, North-South and triangular cooperation. This exercise shall not only help to provide information about longer-term trends, but also help avoid redundancies and overlaps with other centres by United Nations-affiliated institutes or centres, such as those of the United Nations University.

C.2 Designation of a global coordination focal point: The Director-General shall designate, from within existing staff resources, a global focal point for issues pertaining to category 2 institutes and centres to be responsible, *inter alia*, for (a) a biennial mapping of all category 2 institutes and centres; (b) monitoring the implementation and regular update of the sectoral strategies and providing backstopping to sectors as needed; (c) maintaining a central database for all category 2 entities; (d) providing information to Member States; and (e) implementing the global comprehensive communication plan for category 2 institutes and centres.

D. Governance and managerial aspects

D.1 Governance:

D.1.1 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.

D.1.2 Each category 2 institute and centre must have a governing body or a similar supervisory and decision-making mechanism, which shall meet annually. Such body shall appoint the director and approve the budget and the programme of activities. The Director-General may be consulted on the choice of a candidate.

D.1.3 UNESCO must be represented as a full member in the governing body of each category 2 institute or centre.

D.2 Representation and reciprocal attendance at policy-relevant meetings:

D.2.1 Directors, and/or staff of relevant category 2 institutes and centres shall be invited when appropriate to participate as observers and at their own cost in relevant sectoral meetings, conferences and regional consultations on documents C/4 (Medium-Term Strategy) and C/5 (Programme and Budget) when relevant.

D.2.2 Category 2 institutes and centres may invite UNESCO to attend their conferences on programme issues.

D.3 Employment of UNESCO staff: Category 2 institutes and centres should neither be headed by nor employ UNESCO staff members. However, The Director-General may, on an exceptional basis, agree to a temporary detachment of UNESCO staff if justified by the exigencies of a temporary joint activity/project within a priority area approved by UNESCO's governing bodies.

D.4 Staff training and exchange: Opportunities for staff training and exchange shall be identified by UNESCO's programme sectors in consultation with the directors of category 2 institutes and centres. This may include the mutual exchange of staff for limited periods of time to undertake research and to participate in the implementation of pilot projects or other high-priority or high-profile activities. All staff shall remain on the payroll of their respective parent organization for the duration of such exchanges.

E. Financial aspects

E.1 Financial obligations:

E.1.1 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.

E.1.2 Member State(s) or individual institutions concerned shall meet the costs of the feasibility study related to the establishment of a category 2 institute and centre proposed, the costs of the renewal review assessments, as well as the costs of UNESCO staff participation in a governing body of institute or centre, as appropriate.

E.1.3 If a category 2 institute or centre ceases to receive financial support from sponsoring Member State(s) or any other funding source the Director-General shall invite sponsoring Member State(s) to explore other funding possibilities within the period of six months. Should there be no result, the Director-General may propose to the Executive Board to terminate the agreement signed and cancel the designation as category 2 entity.

F. Contributions to programme activities

F.1 UNESCO may contract category 2 institutes and centres to implement concrete programme activities envisaged in UNESCO's approved work plans in accordance with UNESCO's rules and regulations.

F.1.2 Likewise, UNESCO may provide technical assistance for the programme activities of the institute/centre, in accordance with the strategic goals and objectives of UNESCO.

G. Visibility

G.1 Use of UNESCO's name and logo: 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.

G.2 Contributing to UNESCO's visibility in the field: Category 2 institutes and centres 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.

G.3 Implementing a global communications plan: The Director-General shall implement a global communications plan covering all category 2 institutes and centres, including measures to ensure a recognizable visual identity and a common branding for category 2 institutes and centres conforming to existing UNESCO policies. Components of such a plan

could be a common brochure for all sectorally or thematically linked category 2 institutes and centres; information meetings for delegations to inform them on programme developments with category 2 institutes and centres and to dialogue with directors of these institutes/centres; and the maintenance of the dedicated website on the UNESCO web portal. This website shall offer up-to-date information on all entities; an updated timetable of policy-relevant meetings and events both by UNESCO and the category 2 entities; and promote networking and knowledge-sharing among all institutes and centres on the one hand and the Secretariat, UNESCO field offices, National Commissions and UNESCO's larger programme network on the other hand. It shall also provide key documents and other information deemed useful for delegations, staff and the wider public.

H. Other considerations

- H.1 Geographical representation:** The Director-General is invited to work with Member States to ensure, to the extent possible, an equitable geographical representation and spread of category 2 institutes and centres, also taking into account the special needs of developing countries.
- H.2 Review committees:** The Director-General shall convene sectoral review committees should he/she consider this appropriate, to assess the contribution and impact of an institute/centre and to recommend to him/her its continued association or a discontinuation of the category 2 designation.
- H.3 Review and adaptation of existing agreements:** Each existing agreement with category 2 institute or centre shall be reviewed in consultation with the Member State(s) with a view to bringing it into conformity with the present strategy for category 2 entities and respective sectoral strategies. In case of need for changes in the agreement Member States with such an agreement shall be provided with a reasonable transitional period to adapt the agreement to the revised strategy in future renewals.
- H.4 Consideration of submissions for designation:** The Executive Board will examine proposals for the creation of new category 2 entities only once per biennium, during its session immediately preceding the regular session of the General Conference.
- H.5 Reporting to Board sessions:** The Director-General's shall report to the Executive Board once per biennium on activities of all existing institutes and centres under UNESCO auspices, in the context of the EX/4 statutory reports. In case of denunciation or non-renewals relevant recommendations by the Director-General could be submitted to the Executive Board at any of its sessions.
- H.6 Change of status:** There is no agreed process for category 2 institute or centre to convert to a category 1 institute or centre.

ATTACHMENT 1

GUIDELINES FOR THE CREATION OF CATEGORY 2 INSTITUTES AND CENTRES UNDER THE AUSPICES OF UNESCO

1. The process and the arrangements for the establishment of an institute and centre under the auspices of UNESCO (category 2) and its cooperation with UNESCO should comply with the following guidelines:
2. The procedures for the establishment of relations between UNESCO and the institutes and centres placed under the Organization's auspices shall take account of whether the Organization has participated in the setting up of these institutes and centres.
3. The establishment procedure shall comprise four stages:

(i) The request for action submitted to UNESCO

This written request must emanate from a Member State or group of Member States and include the necessary particulars with respect to:

- the objectives and functions of the proposed institute or centre;
- its existing or future legal status (particularly in terms of the legislation of the State in which it will be established);
- its governance;
- its method of financing (the origin of its various resources and its legal authority to accept such resources as subventions, gifts and legacies or payments for services rendered);
- the type and nature of cooperation sought with UNESCO (e.g. participation in activities, knowledge-sharing, programmatic cooperation, etc.);
- the respective responsibilities of the Member State or Member States concerned and of the Organization (obligations incumbent upon each party vis-à-vis the institute/centre and its activities); and
- the undertaking by the Member State or Member States concerned to take the necessary measures for the establishment of the institute or centre (where it has not yet been set up) or the adaptation of its legal status, if required.

(ii) Feasibility study

- (a) Once the Director-General receives a written proposal from a Member State or Member States for designation of a category 2 institute or centre, he/she will assess it based on the information provided in consultation with the relevant Assistant Director-General and determine whether a feasibility study should be undertaken by the relevant Programme Sector.
- (b) Should the Director-General decide that a feasibility study shall be undertaken, the concerned Member State(s) shall undertake to cover all related costs to prepare such a

feasibility study, or identify other extrabudgetary sources to cover these costs; UNESCO shall not bear the costs of such feasibility study.

- (c) Where a UNESCO intergovernmental or subsidiary body exists, such body shall be invited to review the proposal, as appropriate, in order to determine if it fits within the relevant framework and sectoral strategy and provide a recommendation to the Director-General as to whether a feasibility study should be conducted.

Such study shall be the responsibility of the Secretariat of UNESCO and shall focus on:

- a clear programmatic linkage between the activities of the institute or centre and the Organization's purposes as set forth in its Constitution and the strategic programme objectives and priorities, including the two global priorities of UNESCO, as well as sectoral programme priorities ;
 - the scope of the activities of the proposed institute/centre and the ability and capacity of the institute/centre to meet its objectives;
 - the global, regional, subregional or interregional relevance and impact (actual or potential) of the institute or centre, in particular the complementarities between its activities and those of other existing institutes or centres with similar focus; the contribution that it is expected to make in strengthening the provision of policy advice, capacity-building in Member States and the promotion of the South-South cooperation; and the contribution and role to be provided by UNESCO.;
 - the eventual complementarity and redundancy of a proposed institute/centre with other category 2 entities or with other similar institutions created and operated by other United Nations system organizations;
 - the likely impact of the engagement with the proposed institute/centre on the capacity of the Secretariat to undertake effective coordination of this and other category 2 institutes/centres;
 - the financial sustainability of the institute/centre.
- (d) The feasibility study must include a draft agreement and a draft decision for the Executive Board. It must be reviewed and approved through the appropriate internal Secretariat channels.
- (e) Any deviation from the model agreement, as attached to the current strategy, must be explicitly identified and explained in the feasibility study.

(iii) Examination by the Executive Board

The Executive Board shall examine the feasibility study and a draft agreement which shall be submitted to it by the Director-General only once per biennium, at its session immediately preceding the regular session of the General Conference, and based thereon the Board shall make appropriate recommendations to the General Conference.

(iv) Resolution by the General Conference

The recommendation by the Executive Board shall be considered by the General Conference, which will decide about the establishment of an institute to centre under UNESCO's auspices (category 2) and authorize the Director-General to conclude an agreement between UNESCO and the government(s) concerned.

(iv) Condition to become a category 2 institute or centre

To become a category 2 institute or centre the agreement signed between UNESCO and Member State(s) concerned must enter into force, by written notification of either party.

4. These guidelines do not apply to the relations between UNESCO and non-governmental organizations or private bodies, which shall be governed by distinctly separate directives concerning UNESCO's relations with non-governmental organizations and with foundations and similar institutions, also adopted by the UNESCO General Conference.

ATTACHMENT 2

MODEL AGREEMENT BETWEEN UNESCO AND A MEMBER STATE OR GROUP OF MEMBER STATES CONCERNED REGARDING AN INSTITUTE OR CENTRE UNDER THE AUSPICES OF UNESCO (CATEGORY 2)

The Government of / the State of concerned

and

The United Nations Educational, Scientific and Cultural Organization,

Having regard to the resolution whereby the UNESCO General Conference seeks to favour international cooperation in respect of [...],

Considering that the Director-General has been authorized by the General Conference to conclude with the Government [...] an agreement in conformity with the draft that was submitted to the General Conference,

Desirous of defining the terms and conditions governing the framework for cooperation with UNESCO that shall be granted to the said Institute/Centre in this Agreement,

HAVE AGREED AS FOLLOWS:

Article 1 – Definitions

1. In this Agreement, “UNESCO” refers to the United Nations Educational, Scientific and Cultural Organization.
2. “[...]” means [...]. “[...]” means [...].

Article 2 – Establishment

The Government/State shall agree to take, in the course of the year [...], any measures that may be required for the setting up at [...] of an institute/centre [or: the transformation of an existing institution into an institute/centre] under the auspices of UNESCO [...], as provided for under this Agreement, hereinafter referred to as “the Institute/Centre”.

Article 3 – Purpose of the Agreement

The purpose of this Agreement is to define the terms and conditions governing collaboration between UNESCO and the Government concerned and also the rights and obligations stemming therefrom for the parties.

Article 4 – Legal status

- 4.1 The Institute/Centre shall be independent of UNESCO.
- 4.2 The Government/State shall ensure that the Institute/Centre enjoys within its territory the functional autonomy necessary for the execution of its activities and the legal capacity:
 - to contract;
 - to institute legal proceedings;

to acquire and dispose of movable and immovable property.

Article 5 – Constitutive Act

The constitutive act of the Institute/Centre must include provisions describing precisely:

- (a) the legal status granted to the Institute/Centre, within the national legal system, the legal capacity necessary to exercise its functions and to receive funds, obtain payments for services rendered, and acquire all means necessary for its functioning;
- (b) a governing structure for the Institute/Centre allowing UNESCO representation within its governing body.

Article 6 – Functions/objectives

The functions/objectives of the Institute/Centre shall be to:

[...]

[...]

[...]

Article 7 – Governing Board

1. The Institute/Centre shall be guided and overseen by a Governing Board (or comparable body) renewed every [...] years and include:
 - (a) a representative of the Government concerned or his/her appointed representative;
 - (b) representatives of Member State(s), which have sent to the Institute/Centre notification for membership, in accordance with the stipulations of article 10, paragraph 2 and have expressed interest in being represented on the Board;
 - (c) a representative of the Director-General of UNESCO.
2. The Governing Board shall:
 - (a) approve the long-term and medium-term programmes of the Institute/Centre;
 - (b) approve the annual work plan of the Institute/Centre, including the staffing table;
 - (c) examine the annual reports submitted by the director of the Institute/Centre, including a biennial self-assessment reports of the Institute/Centre's contribution to UNESCO's programme objectives;
 - (d) examine the periodic independent audit reports of the financial statements of the Institute/Centre and monitor the provision of such accounting records necessary for the preparation of financial statements;
 - (e) adopt the rules and regulations and determine the financial, administrative and personnel management procedures for the Institute/Centre in accordance with the laws of the country;
 - (f) decide on the participation of regional intergovernmental organizations and international organizations in the work of the Institute/Centre

3. The Governing Board shall meet in ordinary session at regular intervals, at least once every calendar year; it shall meet in extraordinary session if convened by its Chairperson, either on his/her own initiative or at the request of the Director-General of UNESCO or of [x] of its members.
4. The Governing Board shall adopt its own rules of procedure. For its first meeting the procedure shall be established by the Government and UNESCO.

Article 8 – UNESCO’s contribution

1. UNESCO may provide assistance, as needed, in the form of technical assistance for the programme activities of the Institute/Centre, in accordance with the strategic goals and objectives of UNESCO by:
 - (a) providing the assistance of its experts in the specialized fields of the Institute/Centre; (and/or)
 - (b) engaging in temporary staff exchanges when appropriate, whereby the staff concerned will remain on the payroll of the dispatching organizations; (and/or)
 - (c) seconding members of its staff temporarily, as may be decided by the Director-General on an exceptional basis if justified by the implementation of a joint activity/project within a strategic programme priority area.
2. In all the cases listed above, such assistance shall not be undertaken except within the provisions of UNESCO’s programme and budget, and UNESCO will provide Member States with accounts relating to the use of its staff and associated costs.

Article 9 – Contribution by the Government

1. The Government shall provide all the resources, either financial or in kind, needed for the administration and proper functioning of the Institute/Centre.
2. The Government undertakes to:
 - (a) make available to the Institute/Centre [...]; [and/or]
 - (b) entirely assume [the maintenance of the premises, etc.]; [and/or]
 - (c) contribute to the Institute/Centre a total amount of [...]; [and/or]
 - (d) make available to the Institute/Centre the administrative staff necessary for the performance of its functions, which shall comprise: [...].

Article 10 – Participation

1. The Institute/Centre shall encourage the participation of Member States and Associate Members of UNESCO which, by their common interest in the objectives of the Institute/Centre, desire to cooperate with the Institute/Centre.

2. Member States and Associate Members of UNESCO wishing to participate in the Institute/Centre's activities, as provided for under this Agreement, shall send to the Institute/Centre notification to this effect. The director shall inform the parties to the agreement and other Member States of the receipt of such notifications.

Article 11 – Responsibility

As the Institute/Centre is legally separate from UNESCO, the latter shall not be legally responsible for the acts or omissions of the institute/centre, and shall also not be subject to any legal process, and/or bear no liabilities of any kind, be they financial or otherwise, with the exception of the provisions expressly laid down in this Agreement.

Article 12 – Evaluation

1. UNESCO may, at any time, carry out an evaluation of the activities of the Institute/Centre in order to ascertain:

- (a) whether the Institute/Centre makes a significant contribution to the UNESCO's strategic programme objectives and expected results aligned with the four-year programmatic period of C/5 document (Programme and Budget), including the two global priorities of the Organization, and related sectoral or programme priorities and themes;
- (b) whether the activities effectively pursued by the Institute/Centre are in conformity with those set out in this Agreement.

2. UNESCO shall, for the purpose of the review of this Agreement, conduct an evaluation of the contribution of the category 2 Institute/Centre to UNESCO strategic programme objectives, to be funded by the host country or Institute/Centre.

3. UNESCO undertakes to submit to the Government, at the earliest opportunity, a report on any evaluation conducted. 4. Following the results of an evaluation, each of the contracting parties shall have the option of requesting a revision of its contents or of denouncing the Agreement, as envisaged in Articles 16 and 17.

Article 13 – Use of UNESCO name and logo

1. The Institute/Centre may mention its affiliation with UNESCO. It may therefore use after its title the mention "under the auspices of UNESCO".

2. The Institute/Centre is authorized to use the UNESCO logo or a version thereof on its letterheaded paper and documents including electronic documents and web pages in accordance with the conditions established by the governing bodies of UNESCO.

Article 14 – Entry into force

This Agreement shall enter into force, following its signature by the contracting parties, when they have informed each other in writing that all the formalities required to that effect by the domestic law of the [country] and by UNESCO's internal regulations have been completed. The date of receipt of the last notification shall be deemed to be the date of entry into force of this Agreement.

Article 15 – Duration

This Agreement is concluded for a period of six years as from its entry into force. - The Agreement shall be renewed upon common agreement between Parties once the Executive Board made its comments based on the results of the renewal assessment provided by the Director-General. .

Article 16 – Denunciation

1. Each of the contracting parties shall be entitled to denounce this Agreement unilaterally. 2. The denunciation shall take effect within [x] days following receipt of the notification sent by one of the contracting parties to the other.

Article 17 – Revision

This Agreement may be revised by written consent between the Government and UNESCO.

Article 18 – Settlement of disputes

1. Any dispute between UNESCO and the Government concerning the interpretation or application of this Agreement, if not settled by negotiation or any other appropriate method agreed to by the parties, shall be submitted for final decision to an arbitration tribunal composed of [x] members [...]

one of whom shall be appointed by [a representative of the Government], another by the Director-General of UNESCO, and a third, who shall preside over the tribunal, shall be chosen by the first two. If the two arbitrators cannot agree on the choice of a third, the appointment shall be made by the President of the International Court of Justice.

2. The Tribunal's decision shall be final.

IN WITNESS WHEREOF, the undersigned have signed this Agreement,

DONE in [...] copies in the [...] languages, on [...]

.....
For the United Nations Educational,
Scientific and Cultural Organization

.....
For the Government

ATTACHMENT 3

GUIDELINES FOR THE RENEWAL ASSESSMENT PROCEDURES FOR CATEGORY 2 INSTITUTES AND CENTRES UNDER THE AUSPICES OF UNESCO

Background

1. UNESCO has established a number of category 2 institutes/centres. These institutes/centres serve in their fields of specialization as international or regional centres and poles of expertise/excellence to provide services and technical assistance to Member States, cooperation partners and also internally to the network of UNESCO field offices. In this context, the category 2 institutes/centres are expected to contribute directly to achieving the Strategic Programme Objectives of the Organization and to implementing the Integrated Comprehensive Strategy for the Category 2 Institutes and Centres as contained in the present document. According to this strategy, it is necessary to carry out a formal review before a decision is taken to renew an existing agreement. The relevant provisions of the strategy are copied below for ease of reference.

2. ***A.3 Periodic review and evaluation***

A.3.1 The agreement for the establishment of an institute or centre as a category 2 institute shall be concluded for a definite time period, not exceeding six years. The agreement may be renewed by the Director-General in the light of the review in A.3.2 and A.3.3 and the evaluation referred to in A.3.4 and once the executive Board has taken its decision.

A.3.2 At least six months prior to the expiration of the agreement, the Director-General will carry out a review of the activities of the institutes and centres and of their contribution to the strategic programme objectives of the Organization and the strategy for category 2 institutes and centres approved by the General Conference.

A.3.3 The Director-General will include the results of this review in his report to the Executive Board on the execution of the Programme with his/her recommendations whether the designation as category 2 institute or centre under the auspices of UNESCO shall be maintained, terminated or not renewed. For each institute and centre under review, the termination or non-renewal of an agreement is incumbent upon the Executive Board.

A.3.4 To facilitate the review, the Internal Oversight Service will consider in its planned evaluations of strategic programme objectives, the contribution of the relevant category 2 institutes and centres to the strategic programme objectives under review.

Purpose

3. The result of each review will serve as the basis for the Programme Sector's recommendation to the Director-General as to whether an agreement with a category 2 institute or centre should be renewed.

4. The result of each review will be shared with the institute/centre under review and Member State(s) concerned, and be included in the once-per-biennium report to the Executive Board on the execution of the Programme (EX/4 and C/3 reports), as stipulated in B.4.2 of the Integrated Comprehensive Strategy. The report of each review will also be made available on the relevant sector's website.

Scope

5. In order to meet the purpose of the review described above, the following parameters shall be considered by the expert(s) responsible for conducting the review and writing a report that is consistent with UNESCO's reporting mechanisms.

- (a) Whether the activities effectively pursued by the institute/centre are in conformity with those set out in the Agreement signed with UNESCO;
- (b) The relevance of the institute/centre's programmes and activities to achieving UNESCO's strategic programme objectives and sectoral or intersectoral programme priorities and themes, as defined in the Agreement;
- (c) The effectiveness of the institute/centre's programmes and activities to achieving its stated objectives;
- (d) The quality of coordination and interaction with UNESCO, both at Headquarters and in the field (including UNESCO field offices and UNESCO National Commissions), and other thematically-related category 1 and 2 institutes/centres with regard to planning and implementation of programmes;
- (e) The quality of partnerships with government agencies, public/private partners and donors;
- (f) The nature and quality of organizational arrangements, including management, governance and accountability mechanisms;
- (g) The human and financial resource base and the quality of mechanisms and capacities, as well as context-specific opportunities and risks for ensuring sustainable institutional capacity and viability;
- (h) The process of mobilizing extrabudgetary resources and to what extent such extrabudgetary funding is aligned to the strategic programme objectives of UNESCO.

Roles and responsibilities

6. Category 2 sector focal points are responsible for managing and coordinating the review process. As such, in consultation with IOS, they should draft the TOR's for a review, with IOS backstopping, select independent experts who will conduct the review and prepare the report. The selected expert(s) shall be responsible for conducting the review and preparing the report, based on the TOR provided. The report will be finalized in consultation with the sector focal point, BSP and IOS. The results of the review will then be considered by a sector Review Committee who will recommend to the Director-General whether an existing agreement should be renewed or denounced. The Director-General will then provide the results of these reviews, including the endorsement or rejection to renew a specific agreement, in his/her report to the Executive Board on the execution of the programme (EX/4 and C/3 documents) (as well as reports to any subsidiary bodies as may be envisaged in sector strategies). The approval of the Executive Board will be required before the Director-General can proceed with the renewal of an agreement. Should the Executive Board decide the termination or non-renewal of the agreement, the host Member State(s) shall then be duly informed of such decision.

7. BSP will coordinate with the relevant category 2 sector focal point to include the result of a review undertaken in the Director-General's once-per-biennium report to the Executive Board on the execution of the programme (EX/4 and C/3 documents). The sector responsible for managing and coordinating the review process will be in charge of sharing the report with the concerned Centre/Institute and making the report available on its website.

Review team

8. The review team will consist of independent expert(s) whom the sector focal point will select in consultation with IOS. The CV(s) of the expert(s) will need to demonstrate a good record in the institute/centre's area of expertise and in evaluation practice. Detailed knowledge of the role of UNESCO and its programmes is also highly desirable.

Background documents

9. The institute/centre will make the following documents available to the review team:
- A copy of the existing agreement between the Member State and UNESCO establishing the institute/centre;
 - Annual progress reports and biennial self-assessment reports on the contribution to UNESCO's programme objectives;
 - Periodic independent audit reports of the financial statements; ;
 - List of staff;
 - List of key publications;
 - List of donors and project partners;
 - Minutes of the Governing Board meetings;
 - Support provided to Member States;
 - Available audit and evaluation reports;
 - Account of networking achievements linked with other thematically related category 2 institutes/centres and UNESCO's programmes.

Deliverables

10. Draft review report: The process for preparing the draft review report shall allow adequate time for a discussion of the findings and the recommendations that have been proposed with the relevant UNESCO programme sector and pertinent stakeholders, including the government(s) that proposed the designation of the institute/centre and the institute/centre itself.

11. The final report should be structured as follows:

- Executive summary (maximum four pages);
- Purpose of the review;
- Scope of the review;
- Methodology;
- Findings;
- Recommendation;

- Annexes (including interview list, data collection instruments, key documents consulted, Terms of Reference).

12. The language of the report will be English and/or French.

Logistics

13. The local travel, materials, secretarial support and office space will need to be provided by the institute/centre to be reviewed. The experts will be responsible for telecommunications and printing of documentation. The relevant UNESCO programme sector will facilitate the review process, to the extent possible, by providing any relevant information.

Budget

14. The category 2 institute/centre under review or a sponsoring Member State(s) shall be invited to consider covering all costs related to the preparation of the review, including the mission costs of the expert(s), or to explore the possibility of extrabudgetary resources to cover the cost of a review.

Time schedule

15. The review shall be carried out not later than six months prior to the expiration of the agreement. The duration of the mission of the expert(s) carrying out the review will be determined by the category 2 sectoral focal point, and, if necessary in consultation with the specific responsible focal point in the field, as will the time allotted for the finalization of the report.