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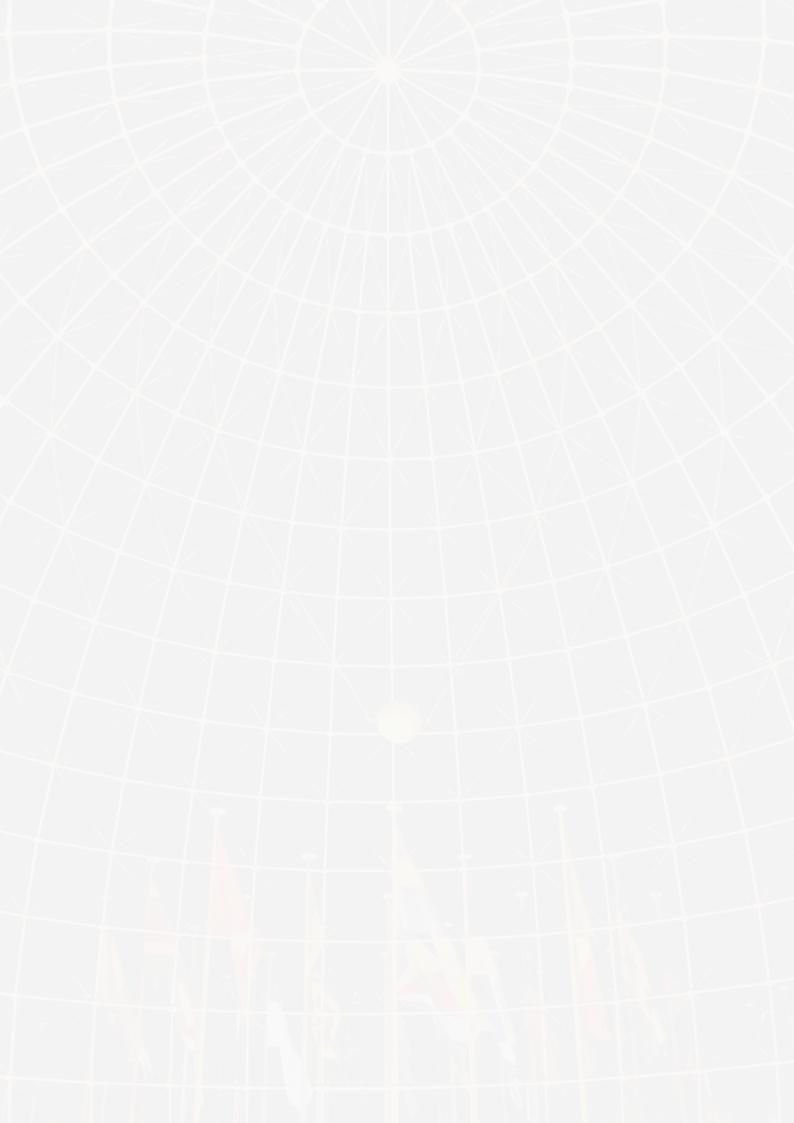
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ARCHITECTURE of NATIONAL COMMISSIONS for UNESCO

2022



T FOREWORD



UNESCO was founded to build peace in people's minds by protecting the common goods of education, culture, information and science – a goal it can only achieve by meeting the needs of populations. For this reason, it established a unique network within the United Nations system: the network of National Commissions, which also celebrated its 75th anniversary last year.

Since the beginning, this network has consistently strengthened its action to further our shared goals, giving new impetus to UNESCO's programmes in the field through the initiatives and operations it supports.

And, since the beginning, this network of National Commissions has continued to grow. With this publication, we are pleased to welcome our newest member: the National Commission of the Åland Islands. We also hope that the process launched by South Sudan will soon be completed, and another new National Commission will join this great family.

When it comes to facing the challenges of the 21st century, our network of National Commissions is an exceptional force in the United Nations system. It is therefore our responsibility to make it ever more relevant and effective.

That is precisely the aim of this publication, which reviews the architecture of 167 National Commissions – their statutes, their organizational charts, their composition – and, above all, promotes their best practices. Special attention is paid to Commissions in African and Small Island Developing States, in order to reflect UNESCO's priorities.

In this way, the publication reflects the spirit of our network: it is a source of inspiration, a basis for work and discussions, that seeks to improve our effectiveness. The aim is not to promote a single model for all Commissions, quite the contrary: at UNESCO, we are convinced that the structural diversity of Commissions reflects the diversity of the world and of national issues.

Rather, the aim is to highlight proven solutions: ensuring the composition of Commissions is inclusive and representative, notably by including governmental and non-governmental agencies; organizing a permanent secretariat with adequate financial means; or strengthening the legal status of Commissions.

In the pages that follow, you will also find the conclusions of a questionnaire sent to all National Commissions to identify needs in the field and the challenges that lie ahead. This is a real exercise in collective intelligence, in which many Commissions took part, and I wish to thank them for this.

We hope that this publication will provide food for thought and avenues of action to all National Commissions. Our Organization will continue to accompany them, notably by organizing meetings and training, in order to continually build their operational capacities.

With its network of National Commissions, UNESCO has an invaluable asset. We are grateful to be able to count on the work each and every one of them does on a daily basis. Together, we make UNESCO stronger.

Audrey Azoulay

Director-General of UNESCO

Andrey Azonlay

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PARTI

NOVERVIEW OF THE "ARCHITECTURE" OF NATIONAL COMMISSIONS FOR UNESCO

As part of the Constitution, the National Commissions for UNESCO have been part of UNESCO's history since its foundation. They represent nodal points of action, supporting the Organisation's mission and creating deep ties with the civil society and local institutions. Over the decades, this network proved to be extraordinarily resourceful in taking forward UNESCO priorities, including in reacting to emergencies, by joining UNESCO's major initiatives as well as by launching their own actions. The work of the National Commissions builds on UNESCO's strategy, adding to its mission by reaching out to policymakers and local communities.

As laid out in UNESCO's Medium-Term Strategy for 2022-2029 (41 C/4), to successfully coordinate and implement the Organization's strategies, policies and programmes, "UNESCO will forge alliances and multi-stakeholder partnerships with all relevant interested parties for the pursuit of its strategic objectives and will harness partners' different comparative advantages to create synergies, develop innovative approaches and solutions, and add value" (41 C/4, paragraph 72). In this context, "National Commissions, as a constitutional part of UNESCO, need to be fully involved as key coordinating bodies at the national level. Cooperation with the National Commissions for UNESCO will be consolidated to ensure their involvement in the effective planning and implementation of UNESCO's programmes, with a view to, among other things, strengthening intersectoral collaboration and partnerships, and supporting universal and inclusive multilateralism through cooperation between them at the international level" (41 C/4, paragraph 73).

National Commissions have an unparalleled perspective and are uniquely placed to "secure UNESCO's presence and visibility within Member States, in the long term and across programmes, including at States' different territorial levels, with national institutions, umbrella associations, academia, NGOs and civil society" (41 C/4, paragraph 73). Member States are therefore encouraged to strengthen the capacity of their National Commissions so that they can even better contribute to the implementation and evaluation of the Organization's programmes, drawing lessons from the COVID-19 pandemic and beyond.

Strong and effective National Commissions help to increase Member States' participation in international intellectual cooperation, promote UNESCO's comparative advantage and increase its visibility. Strengthening their capacities is a duty shared between governments and the UNESCO Secretariat. Both parties must work hand in hand to ensure that these actors are empowered and genuinely involved in UNESCO's action, both nationally and internationally, in line with UNESCO's Medium-Term Strategy.

Part I of this publication will focus on the essential elements that each National Commission needs for its foundation and successful functioning. The aim is to provide ideas on how a National Commission may be structured and managed, and to describe some basic principles which, if applied, may contribute to improving effectiveness.

ORIGINS AND NATURE OF NATIONAL COMMISSIONS

UNESCO is the only UN Agency to have a global network of national cooperating bodies known as National Commissions for UNESCO. The National Commissions are part of the overall constitutional architecture of the Organization as it was conceived by its founding members. Presently, the National Commissions operate in 200 countries (194 Member States of UNESCO and 6 Associate Members). They constitute a truly global family which includes a vast network of stakeholders, partners and experts. They offer a comparative advantage to the Organization within the United Nations system.

Why UNESCO adopted the concept of National Commissions

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

UNESCO was created with a mandate to promote peace and mutual understanding through intellectual cooperation based on moral solidarity with the clear intention of involving individuals and non-governmental bodies dealing with education, science and culture in its work and of associating them in its decision-making organs. Without an active contribution of teachers, scholars, writers and artists, governments alone would not make much progress in advancing mutual understanding between the peoples of the world and in dispelling suspicion, mistrust and ignorance which caused wars and destructions throughout human history.

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

Why a Member State should establish a National Commission

Article VII of the UNESCO Constitution stipulates that "each Member State shall make such arrangements as suit its particular conditions for the purpose of associating its principal bodies interested in educational, scientific and cultural matters with the work of the Organization, preferably by the formation of a National Commission broadly representative of the government and such bodies". It further states that the Commissions "shall act in advisory capacity to their Governments in matters relating to the Organization" and "shall function as agencies of liaison in all matters of interest to it".

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

Why the identity of the National **Commissions is so complex**

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

This situation explains the uniqueness of National Commissions within the UN system. National Commissions should be equally successful on two fronts: first in their interaction with their governments and civil society at national level and second, in their relations with the UNESCO Secretariat, and its Field Offices. National Commissions must meet this double requirement simultaneously, to be recognized as efficient and credible entities.

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

What fundamentals constitute a National Commission's architecture

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

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

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

It is the responsibility of governments of Member States or Associate Members to provide these facilities to their Commissions, so that they have a strong foundation. UNESCO as an organization can contribute to the reinforcement of the capacities of National Commissions through expert advice and training but the basic architecture is the responsibility of the Member State or Associate Member. UNESCO's intervention could be only supplementary to the efforts deployed by governments. It may be noted that, in accordance with UNESCO's Approved Programme and Budget for 2022-2025 (41 C/5), Member States are encouraged "to strengthen support for their National Commissions for UNESCO" (41 C/5, paragraph 09100). Along the way, the capacities of National Commissions should be further reinforced, inter alia, through the organization by the Secretariat of training programmes both for officials of National Commissions and for staff of the Secretariat as well as the promotion of "consultations, knowledge sharing and international cooperation between the National Commissions for UNESCO, in support of Headquarters and the field offices" (41 C/5, paragraph 09100).

Framework of shared responsibilities towards the National Commissions

Government's responsibilities

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

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

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

UNESCO's responsibilities

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

UNESCO does it by providing expert advice in the establishment and/or re-organization of National Commissions; facilitating networking and information exchange between National Commissions through the organization of the annual interregional meetings, training seminars and workshops for their staff; supporting, through the Participation Programme, relevant national, subregional or regional activities.

The assistance of UNESCO Field Offices is particularly important, notably in the strengthening of the communication capacities of National Commissions, supporting their cooperation in subregions and providing them, upon request, with policy advice and technical support in the formulation and review of policies and strategies in UNESCO's areas of competence.

STATUS OF NATIONAL COMMISSIONS

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

Why a National Commission needs a legal instrument

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

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

Findings of the Action Plan for Enhancing the Cooperation of UNESCO's Secretariat with National Commissions for UNESCO (2013)¹ showed the need for Member States, where they have not already done so, to adopt legal or administrative instruments specifying the role and the organization of their National Commission within the national context. Other Member States were invited to review as appropriate their existing provisions to ensure that full account is taken of the relevant legal documents and recent decisions of the Governing Bodies as well as international best practice.

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

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

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

- Governmental Commissions, which are structurally attached to ministries or other governmental bodies and their secretariats, and which often function as an integral part of these ministries' structure. Such Commissions not only receive sustained support and guidance from their governments but also have direct access to policymakers responsible for relations with UNESCO.
- Semi-Governmental Commissions, which could be, but not necessarily, separate from governmental structures but with permanent backing and support, for human and financial resources from "supervising" ministries or other governmental authorities, which often host the secretariats of these Commissions.
- Autonomous Commissions which function as independent institutions. Such Commissions have their own secretariat and enjoy an extended degree of autonomy in managing their activities in accordance with policy decisions taken by their governing bodies in line with national interests.

This classification is quite relative and theoretical. In reality, the mode of functioning of National Commissions is diverse and complex. A National Commission may be governmental "on paper", and in practice, enjoy an extended degree of functional autonomy. Alternatively, despite the legal instrument of a Commission conferring autonomous status, it may work as a purely governmental unit.

¹ This Action Plan was adopted by the General Conference at its 37th session in 2013 (37 C/Resolution 97) as part of the Report of the open-ended tripartite working group (composed of representatives of the Permanent Delegations, National Commissions and UNESCO Secretariat) on the follow up to the 2011 review of the cooperation of the UNESCO Secretariat with National Commissions for UNESCO (IOS/EVS/PI/112).

In fact, a predominant majority of National Commissions identify themselves as being either governmental or semi-governmental entities. Moreover, the regular budgets of all types of Commissions, including autonomous ones, are provided by the Governments. In certain countries, the budgets of National Commissions are provided by several institutions, however there is always one governmental entity which provides most of the resources.

The decision on the nature of the National Commission should be taken by each Member State or Associate Member according to its circumstances and way of operating. What is most important is not a nominal status but the real capacity of a Commission to perform in an efficient and effective way. This in its turn depends on a number of factors, such as:

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

What responsibilities assigned to a "supervising" Ministry

Governmental and semi-governmental Commissions are usually structurally affiliated with a "supervising" ministry or another similar governmental institution. This approach is advantageous for purely practical reasons: a "supervising" body hosts the secretariat of a National Commission and/or provides it with human and financial resources.

Autonomous Commissions do not have this type of arrangement but still coordinate their action with competent governmental authorities responsible for relations with UNESCO. Indeed, although autonomous Commissions are not legally or administratively attached to any specific ministry, their budgets essentially come from a designated ministry or agency. In addition, these Commissions maintain regular and formal relations with government departments, which are often represented in the membership of the Commission and/or its Executive Committee. It is worth noting that in a few countries, National Commissions have or strive to obtain an NGO status, to be more independent in the pursuit of their objectives.

The functional performance of a Commission depends, to a large extent, on its relations with the "supervising" body. Therefore, in the process of their establishment or reorganization, the question of a "supervising" body should be seriously considered. When a Ministry or Agency becomes a

"supervising" body, it assumes certain responsibilities. There should be a clear understanding on the part of the "supervising" body that a National Commission is an entity to serve not only one Ministry but the entire range of governmental and non-governmental communities in a given Member State or Associate Member. Also, the "supervising" body from the outset should have full awareness of its obligations towards the Commission and provide it with autonomy, resources, and facilities for the efficient implementation of tasks.

An "ideal" National Commission should act in accordance with the decisions taken by its elected or designated governing bodies, and its statutes should allow it to (i) define its policy and its strategy of action, (ii) manage its funds, (iii) cooperate with the UNESCO Secretariat, including with Field Offices, (iv) implement its activities, (v) engage and consult with civil society at the national level and (vi) raise extra-budgetary funds in support of its own operations. Only then can a Commission operate as a genuine relay between UNESCO, its government and civil society.

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

UNESCO's programmes are becoming increasingly multidisciplinary. Cross-cutting focuses are being encouraged along with sectoral approaches. According to the Approved Programme and Budget of UNESCO for 2022-2025 (41 C/5), "multi-stakeholder partnerships and alliances, facilitated and supported by UNESCO's numerous networks and by the action of National Commissions for UNESCO at the country level will create complementary synergies" (41 C/5, Executive Summary, paragraph 16).

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

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

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

Why effective leadership is important for National Commissions

The role of the Chairperson

The Chairperson is a key figure in assuring an enhanced authority for a Commission. In most Commissions, chairpersonship is assumed ex-officio by senior officials (mainly Ministers) of the ministries to which these bodies are attached. There are also a few exceptional cases when the Chairpersons are Deputy Prime Ministers, Prime Ministers or even Heads of States. Such an arrangement certainly helps to expand the outreach capacity of National Commissions within governmental circles and thus upgrade their status and operation.

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

The Chairperson can also be designated on merit in a personal capacity. In such a case, he or she is often elected from among the members of the Commission and then appointed by the Government or the "supervising" Minister for a specific period of time. This person may or may not be remunerated for services, but the Commission usually pays for travel and other expenses relating to the job.

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

support of UNESCO's mission, and to make the Commission's voice heard within the government.

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

The role of the Secretary-General

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

The Secretaries-General are appointed by the governments with paid salaries. In general, their term of office is not predetermined, which perhaps explains the great turnover in that job. Around 30% of Secretaries-General change jobs every two years, the main cause being professional transfer or promotion. Their positions are also affected by government changes or reshuffles. In some cases, the position of Secretary-General is ex-officio, related to a specific position in "supervising" Ministries. This puts additional work pressure on the person and the efficiency of the National Commission may suffer unless he/she is backed up by a competent staff. The Action Plan for Enhancing the Cooperation of UNESCO's Secretariat with National Commissions for UNESCO (2013) specifically called upon Member States to consider appropriate measures to ensure continuity.

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

Why good relations with Permanent **Delegations** are so vital

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

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

In other cases, Permanent Delegates to UNESCO are ex-officio members of National Commissions. This practice is particularly encouraged as the Permanent Delegate's participation in the general assembly meetings of the National Commission would be extremely useful to brief the Commissioners of developments at UNESCO and the Governing Bodies. The role of the Secretary-General is crucial to maintain the functional and personal relationships between the National Commission and the Permanent Delegation through concerted and balanced exchange of information and coordination.



MANDATE OF NATIONAL COMMISSIONS

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

It is worth pointing out that the Guidelines for Interface and Cooperation between UNESCO Field Offices and National Commissions for UNESCO (2015)² is a key document for the collaboration between these two entities established with different status, structures and responsibilities and driven by a common mandate to advocate the mission and carry out the work of UNESCO.

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

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

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

² These Guidelines were approved by the Executive Board at its 196th session in 2015 (196 EX/Decisions 5 III) as reviewed and updated at the first interregional meeting of National Commissions for UNESCO (22-24 July 2014, Astana, Kazakhstan), in the light of the Action Plan for Enhancing the Cooperation of UNESCO's Secretariat with National Commissions for UNESCO (37 C/Resolution 97).

"what contribution can UNESCO make to the national agenda and how can the country's input advance the Organization's objectives?" Regular reviews of the benefits of belonging to UNESCO and discussions on priority settings may also assist new members of commissions to stay attuned to the responsibilities of the National Commission.

What universal objectives are common to all National Commissions

As soon as a National Commission for UNESCO is set up, it automatically joins the network of the 200 National Commissions which opens up numerous possibilities for interaction, cooperation, learning and development of and among National Commissions through twinning system, staff exchange programme, cooperative networks etc. The Action Plan for Enhancing the Cooperation of UNESCO's Secretariat with National Commissions for UNESCO (2013) invited National Commissions to report to the Secretariat on such arrangements from time to time, so that their experience can be used by others.

The strength of this global network is that all its members work for the same purpose, and often, in similar conditions. Despite the diversity in their capacities, composition and resources, they all pursue common objectives, which include:

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

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

National Commissions are encouraged to fulfil their mandate with a continued focus on UNESCO's global priorities, Africa and Gender Equality, and by placing particular emphasis on the Organization's designated priority groups such as youth and small island developing States (SIDS), which feature clearly in the Organization's current Medium-Term Strategy, Programme and Budget documents.

What basic functions for a National Commission

To achieve the twin goals based on national priorities and universal objectives, National Commissions are to discharge in cooperation with a number of ministerial departments, organizations, and individuals, as well as the UNESCO Secretariat, specific functions which should be clearly outlined in their statutes or legal instruments.

In 2020, the French National Commission for UNESCO in consultation with the UNESCO Secretariat and the network of National Commissions produced an inventory of National Commissions' varied and numerous roles on the basis of existing normative and regulatory texts. This document entitled "Role and missions of National Commissions for UNESCO" can serve as a reference to the mandates of National Commissions which have evolved and expanded over time both in UNESCO's legal texts and in practice.

Generally speaking, in accordance with Article VII of UNESCO's Constitution, the Charter of National Commissions and the relevant Resolutions of the General Conference, the National Commissions may perform the following core duties, as relevant:

- Advisory, by providing expert advice on UNESCO and its programmes to their governments and their respective delegations to the UNESCO Governing Bodies;
- Modalities of discharging this function include: (1) consulting relevant national bodies in order to prepare the inputs of a Member State to UNESCO's Strategy and Programme, (2) informing concerned national bodies of UNESCO's international standard-setting instruments and of their advantages, (3) making proposals on the position of a Member State regarding key issues discussed at the Executive Board and General Conference, etc.
 - **Liaison and coordination**, by providing permanent linkage between the UNESCO Secretariat and relevant government agencies, institutions, organizations, national affiliated partners, NGOs and individuals in Member States;
- Modalities of discharging this function include: (1) keeping regular contacts with local partners and members of UNESCO's broader family at the national level (e.g. NGOs, Associations and Clubs for UNESCO, UNESCO Chairs, ASPnet Schools, National Committees for Intergovernmental Programmes, Goodwill Ambassadors, etc.) and coordinating their interaction with UNESCO, (2) assisting UNESCO to map local experts and cooperate with them, (3) widely diffusing relevant information relating to UNESCO among local partners and help to organize their activities, (4) protecting UNESCO's name and logo at the national level, etc.

³ The publication is available in all the official languages of UNESCO at https://unesdoc.unesco.org/ark:/48223/pf0000374460?posInSet=1&queryId=158bcad5-8cdd-4fa5-a68e-295b5dbdd658

The Action Plan for Enhancing the Cooperation of UNESCO's Secretariat with National Commissions for UNESCO (2013) called upon National Commissions and Secretariat to continuously explore ways of engaging more closely with the larger UNESCO family, partners and networks, with a view to exchange advice, guidance and, as appropriate, coordination and support.

It is also worth noting that the Medium-Term Strategy for 2022-2029 (41 C/4) underlined the importance for the Organization to seek establishing new and strengthened forms of engagement with key constituencies such as young people, cities, NGOs and businesses in the private sector. To support the National Commissions, UNESCO will "continue to energize, involve and mobilize its unique networks of "UNESCO family partners", including UNESCO Clubs, the Associated Schools Network (ASPnet), UNITWIN/UNESCO Chairs, UNESCO Goodwill Ambassadors, the network of the UNESCO International Centre for Technical and Vocational Education and Training (UNEVOC), category 2 institutes and centres and UNESCO intergovernmental programmes and their membership" (41 C/4, paragraph 74).

- Information, by making known the goals and activities
 of UNESCO at the local level, increasing its visibility and
 by channeling national inputs to the Organization's
 activities;
- Modalities of discharging this function include: (1) undertaking active public information activities to keep the public aware of UNESCO's activities, (2) keeping close contacts with journalists so that UNESCO's topics are adequately covered in the media, (3) publishing books, periodicals, reports and setting up websites, (4) participating in UNESCO's surveys and studies, etc.
 - **Participation**, in cooperation with the UNESCO Secretariat at and away from Headquarters, in the elaboration, execution and evaluation of the Organization's programme.
- Modalities of discharging this function include: (1) taking active part in the annual interregional meetings of National Commissions and the regional and subregional consultations, particularly related to the preparation of C/4 and C/5 documents⁴, (2) participating in sessions of Governing Bodies among official delegations, in subsidiary bodies and intergovernmental committees, (3) carrying out Participation Programme activities, (4) assisting the Secretariat to assess UNESCO's action and programmes, etc.

Regional priorities and partnerships should also be a focus for National Commissions to enhance their coordination and participation roles. For example, it is noted that in the Arab States region, most National Commissions play coordinating roles not only with UNESCO but also with ALECSO (Arab League

Educational, Cultural and Scientific Organization). Likewise, the National Commissions from many Islamic countries deal with and ICESCO (Islamic World Educational, Scientific and Cultural Organization) in addition to UNESCO.

How to cope with growing responsibilities when resources are limited

The list of possible objectives and functions may pose a challenge for some National Commissions, particularly for the newly established ones with limited experience and resources. In such cases, the concentration of effort and resources on a few core functions is important even if it is a temporary solution.

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

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

⁴ The regional and subregional consultations with National Commissions on UNESCO's Draft Medium-Term Strategy for 2022-2029 (41 C/4) and the Draft Programme and Budget for 2022-2025 (41 C/5) were held online during the seventh interregional meeting of National Commissions for UNESCO (22-25 February 2021).

■ MEMBERSHIP OF NATIONAL COMMISSIONS

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

Why the Commission should be as broadly representative as possible

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

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

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

What size should be optimal for the membership

There is no predefined or preferable figure for the size of a National Commission's membership. The size of Commissions may greatly differ from one country to another. The "Info Sheets" in Part II of this publication show the variability in the size of National Commissions.

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

It is always desirable that the Commission's membership is sufficiently comprehensive to ensure that it represents a cross section of the country's intellectual resources from government and non-government sectors. If a Member State is a federal entity, it is important to ensure that all participants in the federation are represented on the National Commission.

At the same time, the Commission must remain manageable with its activities developed in relation to its resources and with effective control of all its undertakings. In some cases, Ministries are not officially represented in the Commission's membership but can attend the Commissions meetings and speak.

Whom to select as the members of the Commission

Article IV of the Charter of National Commissions gives general indications on who could be ideally sitting on National Commissions. It is recommended that Governments consider the following list of persons to include in the membership, in addition to representatives of line ministries and other key governmental institutions:

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

While the list is not exhaustive, the inclusion of the country's representatives on the UNESCO Executive Board and Permanent Delegates to UNESCO may be strongly encouraged. The Board representatives and Ambassadors/ Permanent Delegates will keep the Commission members informed of major policy developments in the governing body as well as communicate the Commission's views and positions to the Executive Board and other decision-making bodies at HQs. Such arrangements give the Commission additional power for outreach.

What terms of office for the **Commissioners**

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

In order to retain a certain degree of stability, it is strongly recommended that the membership does not change too often. The minimum duration could be three years, but it is difficult to determine the maximum. While it could be difficult to respect this benchmark for the members in "institutional/ exofficio capacity" representing their Ministries or Organizations in the Commission who may change their main jobs, this criteria could be easily applied for the members who are designated in "personal capacities". Ideally, a proportion of the membership should change at a given interval - for instance, every twothree years – in order to ensure continuity of experience within the Commission while benefiting from new expertise.

Why regular meetings are so **important**

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

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

The meetings should be well planned and devoted to the discussion of priority issues and focused on specific topics. Participation of international experts and specialists as well as representatives on the Executive Board and Ambassadors/ Permanent Delegates in such meetings would encourage members to engage and participate. In view of the rapid development of new information and communication technologies, the leaders should also plan, wherever appropriate, virtual meetings of the Commission or its Programme Committees in the form of online discussion forums.

STRUCTURE OF NATIONAL COMMISSIONS

Like their membership, the structure of most National Commissions is set out in their statutes/founding legal documents. There are numerous variations in structural arrangements, and it is almost impossible to find two identically structured Commissions for UNESCO. The structure of a National Commission may be seen to depend on three factors, (i) the priorities of the concerned Member State or Associate Member in the fields of UNESCO's competence, (ii) the size of

the Commission's membership and its resources, and (iii) the level of the country's intellectual potential and its commitment to international cooperation.

What basic structural components are common to the National Commissions

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

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

It should be noted, however, that not all National Commissions have or should have these structural components. As stipulated in UNESCO's Constitution, each Member State is free to organize the work of its National Commission in a way it finds most appropriate. It is recommended that each Member State carefully design the structure of its Commission based on its national priorities, the country's intellectual potential and the Commission's membership, capacity and financial resources.

General Assembly

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

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

- i. inform the members of the Commission of latest developments at UNESCO, including the most relevant decisions of its governing bodies;
- ii. examine the general policy and programme activities of the National Commission;
- iii. approve reports of past activities and future orientations and perspectives; and
- iv. discuss thematic issues in the fields of the Organization's competence.

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

Executive Committee

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

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

Programme Committees

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

It is important to note that it is not mandatory to form Programme Committees in line with the major sectors of UNESCO's competence. Each National Commission should decide on the priorities of its country in a particular area and where the most interest is expressed. The size of Programme Committees could be also defined in accordance with needs.

Ad hoc Working Groups

National Commissions are creative in establishing Committees. They often set up Working Groups, Advisory Panels and Expert Boards, which are made up of leading specialists and individual experts in certain areas who normally have no formal

membership relations with the Commission. These groups are usually established on an ad hoc basis with clearly defined terms of reference and duration and help the Commission to achieve its specific objectives, for example to generate national input to the UN Decade of Ocean Science for Sustainable Development (2021-2030).

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

National Committees for Intergovernmental Programmes

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

The main objective of National Committees for Intergovernmental Programmes is to involve national experts and expertise to the specific objectives of a given international programme. The National Commissions are encouraged to create these bodies and support their functioning, in close cooperation with the UNESCO Secretariat. Representative(s) of the National Commissions concerned can be included in the membership of National Committees. In some cases, the secretariats of National Commissions provide secretarial and organizational assistance to these Committees.

Secretariat of the National Commission

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

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

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

Leaving room for flexibility and rapid adaptation should be a guiding principle in designing the structure of a National Commission. Ideally, this principle should be enshrined in the statutes/legal document of the Commission. Such a provision would allow the Commission to adapt timely and easily to new changes related to UNESCO's programmes as well as to national priorities of the Member State. The capacity to undertake structural adjustments quickly would be an advantage for any Commission that wishes to advance its activities in accordance with rapidly changing circumstances.

SECRETARIAT OF NATIONAL COMMISSIONS

It is expected that each National Commission will have its own secretariat. Depending on the situation, the secretariat may either be an integral structural part of the "supervising" body to which the National Commission is attached, or a separate entity with its premises located within the building of the "supervising" authority or outside. The secretariat is an essential

functional pillar of the architecture of any Commission. It needs to be equipped with human, technical and financial resources. The efficiency of a National Commission, particularly in its interface with UNESCO and its Government, often depends on the operational capacity of its secretariat. Lack of human and financial resources is reported to be the most common constraint of National Commissions.

The Action Plan for Enhancing the Cooperation of UNESCO's Secretariat with National Commissions for UNESCO (2013) recommended that all Member States regularly review the status and structure of their National Commissions and their secretariats to ensure that they have the authority, the capacity and the expertise to work effectively in UNESCO's areas of competence, with their governments, government agencies, as well as intellectual communities, civil society partners, UNESCO Secretariat at Headquarters and field offices and other National Commissions, and fulfil their functions efficiently.

What minimum staffing a National Commission requires

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

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

A number of National Commissions, who are not in a position to have a required number of permanent staff, try to find solutions by (i) recruiting temporary staff for specific projects, (ii) hiring specialists on a part-time basis and thus increasing the number of available personnel, (iii) enhancing the role of focal points from various ministries and agencies in the work of the Commission, and/or (iv) involving students and volunteers from universities, Associations and Clubs for UNESCO and other organizations.

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

• **Competence**. To perform their duties efficiently, the personnel, particularly professional staff, should have good knowledge, experience and expertise in their field of specialization. They should be able to use new information technologies and speak and write in at least

- one of the working languages of UNESCO (English or French).
- **Continuity**. It takes time to acquire a sound knowledge of UNESCO and its working methods. Lack of stability as a result of frequent personnel changes can make the human resources of the secretariat vulnerable and endanger its capacity to operate efficiently. This becomes particularly serious in small secretariats with a few staff members. The stability and continuity of experience in the secretariat is therefore vital.
- Critical mass. To be active and operational, the
 secretariat needs a sufficient number of specialists
 to adequately cover all areas of UNESCO's fields of
 competence. Ideally, a secretariat should have one
 professional staff member for each major programme
 area who could also provide support to Committees of
 the Commission. The secretariat also requires general
 support staff to provide secretarial assistance, run a
 documentation centre and undertake the accounting.

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

UNESCO contributes to the strengthening of human resources of the National Commissions. Every biennium, a certain amount of funding is spent on the capacity building programme, which is managed by the National Commissions and Fellowships Unit of the UNESCO Secretariat. This support is made available including through: (i) offering training opportunities to their officials at the national, regional and interregional levels, and (ii) providing information, counsel, guidelines and reference materials to be used in their daily work.

What technical facilities a National Commission needs

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

It is important for a secretariat to be equipped with modern information and communication tools and services, in addition to office furniture. Governments should endeavour to provide their Commission with permanent access to Internet, in order to enable them to operate efficiently in the age of information. It is also strongly recommended that National Commissions set up and manage their own websites.

When appropriate, the Organization supports National Commissions in enhancing their material and technical resources. This is usually done through the Participation Programme.

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

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

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

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

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

Having a regular budget allocation for its programme activities allows a National Commission to organize the meetings of its members, hold national seminars and workshops, send national specialists to UNESCO's international conferences, launch projects and involve experts in its activities, produce books, reports and other publications, undertake missions, etc. In short, possession of programme funds, even in a modest amount, significantly helps a National Commission to operate effectively and realize its potential.

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

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

As suggested in the Action Plan for Enhancing the Cooperation of UNESCO's Secretariat with National Commissions for UNESCO (2013), National Commissions are encouraged to establish and/ or expand the network of partners in their countries and seek sponsorship in accordance with clearly established principles and procedures which are consistent with national legislation and UNESCO's comprehensive partnership strategy.

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

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

Financial contributions of UNESCO are provided only and exclusively for specific projects and cannot be regarded as part of National Commissions' regular budget and cannot substitute it.

There are certain conditions to be respected when a National Commission secures funds from UNESCO. In order to receive financial allocations, a National Commission should assume full financial and administrative responsibility for implementing approved activities; be accountable and certify that the funds allocated have been used for the implementation of the project and, when required, return to UNESCO any balance not used for project purposes (Participation Programme: Principles and conditions, 39 C/Resolution 61).

PART II

■ DETAILED INFOSHEETS ON NATIONAL COMMISSIONS FOR UNESCO

Part II of this publication will provide the reader with concrete examples of organizational charts and operational capacities of National Commissions around the world with the aim of encouraging the sharing of best practices.

This includes specific and detailed information kindly provided by 169 National Commissions in response to the Secretariat's call for input. National Commissions were invited to send their contribution within the framework of the structure already in place for the 2009 edition of this publication. All contributions are presented as submitted, except for minor formatting and editorial changes. Every effort has been made to retain most of the information provided.

It should be stressed that assuring the comprehensiveness and exhaustiveness of the overall architecture of National Commissions is an almost impossible task as they are extremely diverse and constantly evolving. However, it is hoped that this snapshot will help to look at their status and organizational arrangements in the national context based not only on the relevant legal documents and decisions of Governing Bodies, but also taking into account best international experience and efforts.





ANGOLA National Commission for UNESCO

Date of creation: 1980

Status: Public Institute created in the light of Presidential Decree 64/21 of March 12, supervised by the Ministerial Department responsible for Education.

Budget: The budget of the Angola National Commission for UNESCO is guaranteed by the Government, through an annual quota provided by the General State Budget and made available monthly by the Ministerial Department responsible for Finance.

Organizational chart:

President

Minister for Education

Vice presidents

Minister of Foreign Relations; and Minister of Culture, Tourism and Environment; Higher Education

Permanent Secretary

Appointed by the President in consultation with the Permanent Council

Tax-only

Appointed by the Minister of Finance and fulfills the duty to monitor the accounting and financial procedures of the Angola National Commission

Permanent Council Ministries of Foreign I

Composed of the Ministries of Foreign Relations; Culture, Tourism and Environment; Higher Education, Science and Technology and Innovation; Telecommunications, Information Technologies and Social Communication; Social Action, Family and Women's Promotion; Youth and Sport.

Technical Council

Are included: Sectoral Focal Points, Coordinators of the Specialized Subcommittees, Heads of Department of the Permanent Secretariat, and other personalities may be invited depending on the points to be analysed

Education, Youth and Sports Subcommittee

Specialized and Technicians of the Ministries

Subcommittee on Communication and Information Technologies

Specialized and Technicians of the Ministries

Science, Technology and Environment Subcommittee

Specialized and Technicians of the Ministries

Culture and Women Subcommittee

Specialized and Technicians of the Ministries

Grouped Support Service

Department for Administration and Institutional Communication

EXECUTIVE SERVICES

Technical Department for Education Technical Department for Sciences Technical
Department
for Culture

National Commission of BENIN for UNESCO

Date of creation 20 March 1963

Status: Governmental, attached to the Ministry of Preschool and Primary Education. Inter-ministerial cooperation is ensured through the participation of the relevant ministers in the vice-presidency and in the General Assembly. The National Commission maintains close relations with the ministries concerned. The National Commission conducts direct exchanges with the Permanent Delegation to UNESCO.

Budget: The National Commission's budget is allocated by the Government and covers staff salaries, current expenditure and the implementation of activities. The National Commission does not raise extrabudgetary funds.

Organizational chart:

PROGRAMME

COMMITTEES

Education

Natural Science

Social and Human

Science

Culture

Communication

and Information

CHAIRPERSON

Minister of Preschool and Primary Education

EXECUTIVE COMMITTEE

Consisting of 37 members, including the Inter-Ministerial Council, the Presidents of the five sub-committees and three personalities from the country' scientific, cultural and educational communities nominated by the Chairperson of the National Commission. Meetings take place twice a year.

GENERAL ASSEMBLY (COMMISSIONERS)

Consisting of around 60 members, including representatives of the ministries concerned (Preschool and Primary education; Higher Education and Scientific Research; Secondary Education, Technical and Vocational Education; Culture, Literacy and Promotion of National Languages; Health; Environment and Protection of Nature; Foreign Affairs; etc.), of national institutions, media and of UNESCO Clubs. Meetings take place once a year.

SECRETARY-GENERAL

(full-time)

Appointed by the government. The term of office is indefinite.

SPECIALIZED COMMITTEES

Meetings take place at the request of the Chairperson of the National Commission

Man and the Biosphere (MAB)

Intergovernmental Oceanographic Commission (IOC)

Management of Social Transformation (MOST)

Documentation centre

With 7000 publications

SECRETARIAT

Professionals: 5 Support staff: 5

Section of Education, Science, Culture, Documentation and Cooperation

Administrative Secretariat Section of Financial Affairs and Equipment

BURKINA FASO National Commission for UNESCO

Date of creation 19 May 1961

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

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

Organizational chart:

CHAIRPERSON

(ex-officio)
Minister of Secondary and Higher
Education and Scientific Research

3 VICE-CHAIRPERSONS

Minister of Basic Education and Literacy; Minister of Culture, Tourism and Communication; Minister of Finance

SPECIALIZED COMMITTEES

Action methods and cross-cutting activities

Education for All

Science in the service of Development

Cultural Development

Towards an information and communication society

Administrative and financial matters

Division for ICESCO

GENERAL ASSEMBLY (COMMISSIONERS)

Consists of 11 members including the Chairperson of the Commission, the Secretary-General, Government representatives from various ministries (Ministry of Basic Education and Literacy, Ministry of Culture, Tourism and Communication, and Ministry of Finance) and the Chairpersons of the special committees. Meets once yearly.

SECRETARY-GENERAL

(full-time)

Appointed by the Minister of Secondary and Higher Education and Scientific Research. Has the rank of Technical Adviser to the Minister.

SPECIALIZED COMMITTEES

Man and the Biosphere (MAB)

Intergovernmental Oceanographic Commission (IOC)

Memory of the World

Information for all (IFAP)

SECRETARIAT

Professionals: 18 Support Staff: 5

Documentation centre:

4000 publications

Natural Sciences Division

Education Division Social and Human Sciences Division

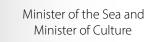
Cultural Division Communication and External Relations Division Youth, Associated Schools and UNESCO Clubs Division Fellowships Work Experience programmes and Requests Division

CAPE VERDEAN National Commission for UNESCO

Date of creation: 1987

Budget: The budget of Cape Verdean National Commission for UNESCO is provided by the Ministry of Culture.

Organizational chart:



SPECIALIZED COMMISSIONS (ad hoc)

Education

Science

Culture

Communication

2 VICE-PRESIDENTS

PRESIDENT

Minister of the Environment and Minister of Education

GENERAL COUNCIL

5 members, including the President, the Executive Secretary and other representatives from the fields of Education, Science, Culture and Communication

EXECUTIVE SECRETARY

In charge of directing the functional units and, within their various attributions, boosting UNESCO's policies and programs at the national level

SECRETARIAT

Professionals: 2 Support Staff: 1

SPECIALIZED COMMITTEES

Slave Route Committee

IHP Committee

Man and the Biosphere Committee

National Commission of CAMEROON for UNESCO

Date of creation: 23 May 1962

Status: Autonomous.

Budget: The budget of the National Commission of Cameroon for UNESCO consists of contributions from all the ministries that are in charge of UNESCO's main fields of competence. The main items of expenditure are operation costs, the implementation of internal activities relating to UNESCO's Programme and Budget and support to civil society for UNESCO's programme activities on Cameroonian territory.

Organizational chart:

Commission of

Education and

Training

Commission

of Exact

and Natural Sciences

CHAIRPERSON

Minister of Basic Education

GENERAL ASSEMBLY (Supreme Body)

Meetings take place twice a year.

President: Minister of Basic Education

Vice-presidents:

- Minister in charge of External Relations
- Minister in charge of Secondary Education
- Minister in charge of Higher Education
- Minister in charge of Culture
- Minister in charge of Scientific Research

Ex-officio members:

- A representative of the Presidency of the Republic
- A representative of the Senate
- A representative of the National Assembly
- · A representative of the Prime Minister's Office
- A representative of the Economic and Social Council
- A representative of each minister in charge of UNESCO's fields of competence
- The President of the Conference of Rectors of Public Universities
- Six personalities from the education, science and culture sectors
- Heads of UNESCO Chairs
- The national manager of the network of UNESCO Associated Schools

Commission of Human and Social Sciences

Commission of Culture

Commission of Communication

GENERAL SECRETARIAT (Full-time executive body)

- A Secretary-General, appointed by decree of the President of the Republic, with the rank of Secretary General of a Ministry;
- Four Heads of Section, appointed by the Prime Minister, with the ranks of Director of Central Administration;
- Two Research officers and two Assistant Research officers per Section, appointed by the Minister and President of the National Commission for UNESCO, with the respective ranks of Deputy Director and Head of service of the Central Administration;
- A Head of the Documentation center, appointed by the Minister and President of the National Commission, with the rank of Head of service of the Central Administration (with two Heads of office);
- A Head of General Affairs, appointed by the Minister and President of the National Commission for UNESCO, and three Heads of Office (Correspondence and Liaison; Personnel; Financial and Material Affairs).

CENTRAL AFRICAN National Commission for UNESCO

Organizational chart:



Division of Education, Social and Human Sciences

Head of Service of the Teaching and Non-formal Education Sector

Head of Service of the UNESCO Clubs and Associated Schools Sector

Head of Service of the Advancement of Women and Human Rights Sector

Division of Exact and Natural Sciences

Head of Service of the Exact Sciences Sector

Head of Service of the Natural Sciences and Biodiversity Sector

Head of Service of the Statistics Sector

Division of Communication, Arts and Culture

Head of Service of the Communication, Documentation and Archives Sector

Head of service of the Arts, Culture and Heritage Protection Sector

Head of Service of the Youth and Sports Sector

Division of Administration

Head of Service of the Sector of Cooperation and Relations with Non-Governmental Organizations and Governmental Organizations

Head of Service of the Material Management and Finance Sector

Head of Service of the Human Resources Sector Webmaster

CHADIAN National Commission for UNESCO

Date of creation: 27 January 1962

Status: The Chadian National Commission for UNESCO is a government institution chaired by the Ministry of National Education and Civic Promotion. The National Commission works with all the Ministries concerned by UNESCO's fields of competence and with civil society.

Budget: The Chadian National Commission for UNESCO does not have its own budget. For its operation, the National Commission depends entirely on the supervising Ministry.

Organizational chart:

PROGRAMME COMMITTEES

Division of Education

Division of Natural Sciences

Division of Human and Social Sciences

Division of Culture and Transversal activities

CHAIRPERSON

The Chairperson of the Chadian National Commission for UNESCO is automatically the Minister in charge of Education.

GENERAL ASSEMBLY (COMMISSIONERS)

Consisting of representatives from the Ministries of:

- National Education
- · Youth, Sports and Promotion of Entrepreneurship
- Higher Education
- Culture
- Communication and Information
- Environment and Hydraulics
- Women and Protection of Early Childhood

SECRETARY-GENERAL

proposed by the Minister of National Education to the higher authorities who appoint him by Presidential decree

Administration and Equipment Officer

Center of Research, Archives and Documentation

Executive Secretary

SPECIALIZED COMMITTEES

Coordination of Associated Schools

Coordination of UNESCO Associations and Clubs

COTE D'IVOIRE National Commission for UNESCO

Date of creation: Decree No. 61-102 of 12 April 1961.

Status: Governmental.

Budget: State Budget.

Organizational chart: Decree No. 76-584 of September 3, 1976 on the reorganization of the Cote d'Ivoire National Commission for UNESCO.

PROGRAMME COMMITTEES

Education

Exact and Natural Sciences

Human and Social Sciences

Culture

Communication and Information

APX

CHAIRPERSON

Minister in charge of Education

GENERAL ASSEMBLY (COMMISSIONERS)

- Commission of Education
- Commission of Exact and Natural Sciences
- Commission of Human and Social Sciences
- Commission of Culture
- Commission of Communication and Information
- APX Commission

SECRETARY-GENERAL

SPECIALIZED COMMITTEES

Memory of the World

Intergovernmental Hydrological Programme (IHP)

Intergovernmental Oceanographic Commission (IOC)

National Commission for UNESCO of the DEMOCRATIC

REPUBLIC OF THE CONGO

Date of creation: 5 July 1967

Status: The National Commission for UNESCO of the Democratic Republic of the Congo is, by Ordinance 93-107 of August 2, 1993, a governmental structure placed under the supervision of the ministry in charge of Primary, Secondary and Vocational Education. It is inter-ministerial and the presence and action of other ministries are ensured by the delegates to the Permanent Secretariat. The Permanent Delegation of the Democratic Republic of Congo to UNESCO is one of the members of the National Commission for UNESCO.

Budget: Allocated by the Government to cover personnel expenses, travel, operating expenses and the development of certain activities. The National Commission has a bank account for the implementation of projects within the framework of the Participation Programme and other projects financed by the Headquarters or field offices.



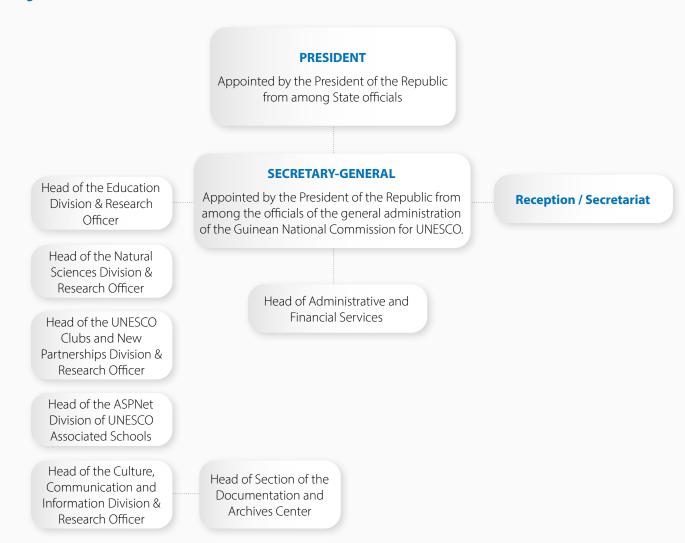
GUINEAN National Commission for UNESCO

Date of creation: 1962

Status: The Guinean National Commission for UNESCO is an attached service under the Ministry of Higher Education, Scientific Research and Innovation that operates under the auspices of the Minister of Higher Education, Research Scientific and Innovation, President of the Guinean National Commission for UNESCO. The National Commission is headed by a Secretary-General appointed by decree of the President of the Republic. The Secretary-General is responsible for the technical coordination of all activities of the Commission. He is assisted by officials including:

- 1. The Head of the Department of Education;
- 2. The Head of the Department of Exact, Social and Human Sciences;
- 3. The Head of the Department of Culture, Communication and Information;
- 4. The Head of the Department of UNESCO Clubs and Civil Society Organizations;
- 5. The National Coordinator of UNESCO Associated Schools of Guinea;
- 6. The Head of Service of the Documentation Center;
- 7. The Head of Administrative and Financial Service.

Budget: The budget intended to cover the organizational and operating costs of the Guinean National Commission for UNESCO is part of the general State's budget. For its part, the Guinean National Commission for UNESCO may accept grants or contributions from UNESCO, as well as other international or national institutions, both public and private, subject to the favorable opinion of the supervising Ministry.



ETHIOPIAN National Commission for UNESCO

Date of creation: 1969

Status: Governmental.

Budget: From Ministry of Education.



^{*}Currently, the Secretariat of the National Commission is undergoing a process of reorganization

GABONESE National Commission for UNESCO

Date of creation: November 1961

Status: Under the supervision of the Ministry of National Education.

Budget: The budget is allocated by the Gabonese government. The majority of agents are civil servants.

Organizational chart:

PRESIDENT

Minister of National Education

GENERAL ASSEMBLY

The General Assembly is the policy and decision-making body of the National Commission for UNESCO. It includes Members of the Executive Committee, and representatives of the Presidency, of the Office of the Prime Minister, of each level of Education, of each Media organization, of the scientific community and of NGOs.

PROGRAMME MANAGERS

Principal secretaries, appointed by the Council of Ministers. They have the rank and prerogatives of Director of Central Administration

EXECUTIVE COMMITTEE

The Executive Committee is the development and design body of the National Commission. It consists of the ministers in charge of National Education, Higher Education, Culture and Arts, Communication and Information, Youth and Sport, Foreign Affairs, Social Affairs, Finance, Environment and Status of Women.

Social and Human Sciences

Culture & Arts

Communication

Sciences

Education

PROGRAMME ASSISTANTS

Appointed by the Council of Ministers. They have the rank and prerogatives of Head of Central Administration Services.

SECRETARY-GENERAL

Appointed by the Council of Ministers

DEPUTY SECRETARY-GENERAL

Appointed by the Council of Ministers

SECRETARIAT

Professionals: Secretaries, study managers, a documentalist, an IT specialist, an accountant, a liaison officer.

Support staff:

Documentation centre

Support staff

NATIONAL SPECIALIZED COMMITTEES

IHP

Bioethics

IFAP

IGCP

Memory of the World

CIGEPS

IOC

IBSP

MOST

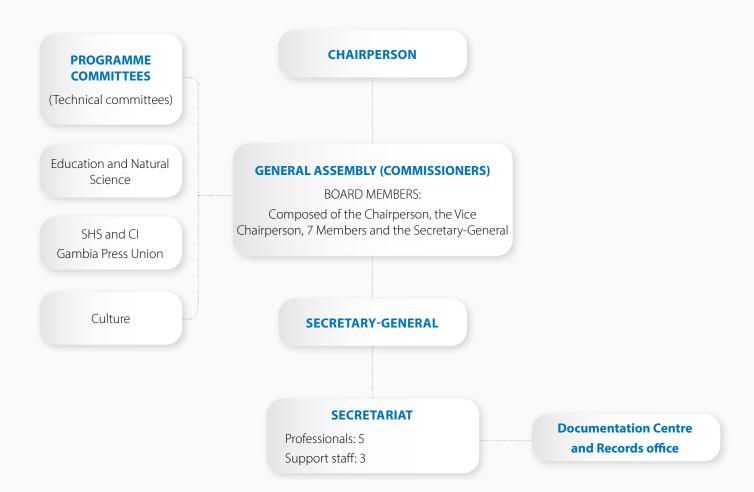
MAB

GAMBIA National Commission for UNESCO

Date of creation: 1983

Status: Governmental

Budget: Government subvented.



GHANA Commission for UNESCO

Date of creation: 1953 by Cabinet Instrument; 2022 by an Act of Parliament

Status: Semi-autonomous, under the supervision of the Ministry of Education. Staff are recruited on competitive basis and financial resources to the National Commission are sourced from the Central Government's Consolidated fund. Inter-ministerial cooperation is ensured through the General Assembly by representatives of the relevant Ministries and governmental institutions on the Commission. The Permanent Delegation is an integral part of the Commission.

Budget: The budget of the Commission is provided by the Government and covers staff salaries, travels, operating costs, and the implementation of activities. Occasionally, the Commission receives funds from the private sector. The Commission has its own bank account to undertake financial transactions.

Organizational Chart:

Office of Ghana's Permanent Delegation to UNESCO

GENERAL ASSEMBLY (COMMISSIONERS)

Composed of 35 members representing the relevant ministries (Ministry of Education; Ministry of Foreign Affairs; Ministry of Justice; Ministry of Finance and Economic Planning; Ministry of Tourism, Arts and Culture; Ministry of Youth and Sports; Ministry of Communications; Ministry of Information; Ministry of Gender, Children and Social Protection; Ministry of Environment, Science, Technology and Innovation); educational, scientific, and cultural institutions; professional associations, and CSOs.

UNESCO Category II Centres of Excellence

Partners:

- UNESCO Clubs
- Associated Schools
- Civil Society
 Organizations

PROGRAMME SPECIALIZED COMMITTEES

Education

Natural Science

Social and Human Science

Culture

Communication & Information

Legal & Administration

Documentation Centre

EXECUTIVE COMMITTEE

Composed of the Chairperson, the Vice Chairperson, the Secretary-General as the Secretary to the Committee and the Chairpersons of the Programme Specialized Committees.

Meets quarterly.

SECRETARY-GENERAL

DEPUTY SECRETARY-GENERAL

Operations

ADMINISTRATIVE STAFF: 14 DEPUTY SECRETARY-GENERAL

Programmes

PROGRAMME STAFF: 15

NATIONAL INTERGOVERNMENTAL COMMITTEES

National Committee for the Intergovernmental Oceanographic Commission (IOC)

National Committee for the Man and the Biosphere (MAB)

Intergovernmental Hydrological Programme (IHP)

> National Bioethics Committee (to be reorganized)

National Heritage Committee

National Committee for the Information for All Programme (IFAP)

Memory of the World Programme

National Commission for UNESCO of EQUATORIAL GUINEA

Date of creation: Decree-Law No. 10/1.981, of 20 June.

Status: Governmental.

Budget: From the general State Budget.

Organizational chart:



DEPUTY CHAIRPERSON

A Minister Delegate of the same Ministry

National Commission for UNESCO of the REPUBLIC OF

GUINEA-BISSAU

Date of creation: 1982

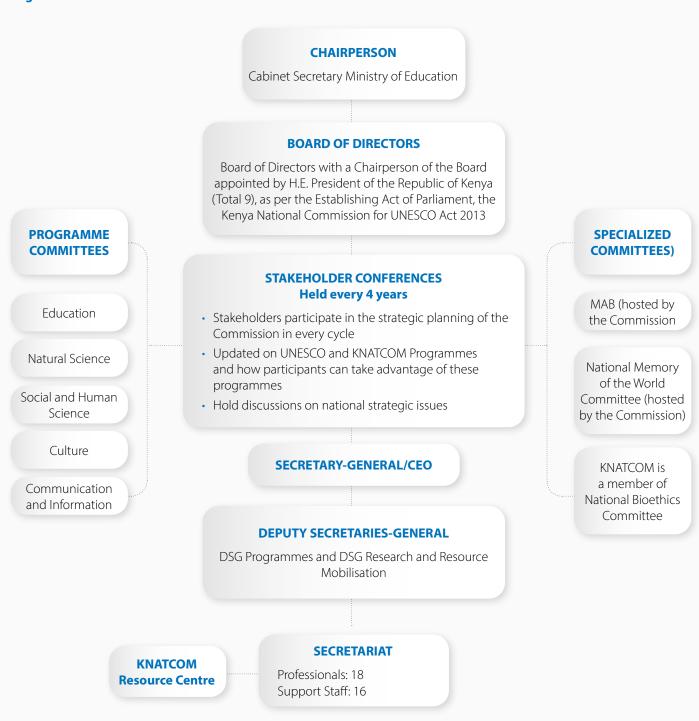


KENYA National Commission for UNESCO

Date of creation: 25 March 1964

Status: Established as a department under the Ministry of Education in 1964, currently the Kenya National Commission for UNESCO (KNATCOM) is a State Corporation with autonomy since 2013 in the Ministry of Education.

Budget: Approximately 3 million USD (from the Government).



LESOTHO National Commission

Date of creation: By law the Lesotho National Commission for UNESCO was established in 1971 as a unit within the Ministry of Education and Training, receiving its budget for operations and staff salaries from the Ministry.

Status: Since its establishment, the National Commission has been housed under the Ministry of Education.

Budget: For 2022-23 it is around 140,306 USD per annum covering both salaries and operations.



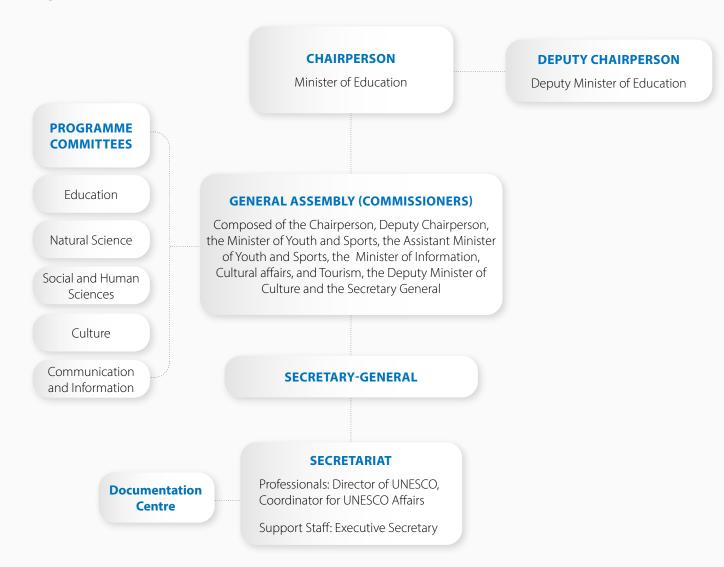
^{*}The National Commission is faced with challenges and doing all possible to bridge the existing gaps. For the last six years two Programme Coordinators for Education and Culture have also been overseeing the work for Sciences and Communication.

LIBERIAN National Commission for UNESCO

Date of creation: 15 February 1951

Status: The Liberian National Commission for UNESCO is a Division within the Ministry of Education, Republic of Liberia. There are seven Members of the Commission: six are statutory, and one, Secretary -General, who is appointed by the Chairperson.

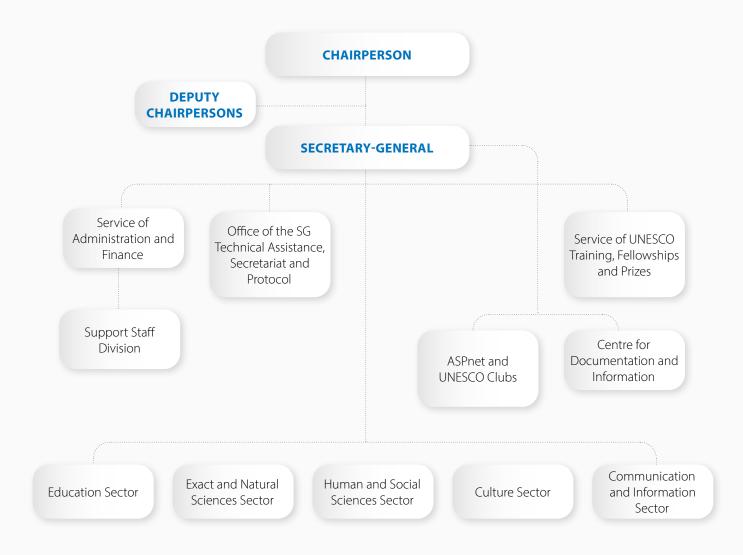
Budget: 15,000 USD



MALAGASY National Commission for UNESCO

Status: Government body attached to the Ministry of National Education which holds its Presidency. It is constituted of a single body, the Permanent Committee, that brings together all the Ministries (Vice-Presidents) whose activity falls within the areas of competence of UNESCO, namely Education, Science, Culture and Communication.

Budget: A main contribution comes from the Ministry of National Education, President of the National Commission UNESCO, and a partial contribution is provided by the ministerial departments and Vice-presidents of the Permanent Committee.



MALAWI National Commission for UNESCO

Date of creation: 23 March 1979 through Malawi Government Gazette Notice No. 375.

Status: Semi-autonomous, affiliated to the Ministry of Education. Enjoys autonomy in managing its programme, administrative and financial activities. Over the years the Malawi National Commission for UNESCO has come to be recognized as an authority in education, science, culture, communication and information matters under the aegis of UNESCO.

Budget: Is based on government's subvention, which covers salaries, running and operating costs (e.g. rentals, transportation, communication, meetings, etc.).

CHAIRPERSON

Secretary for Education

THE COMMISSION

Relevant government Ministries and Departments

Finance, Appointments and Audit Committee

5 members elected from the Executive Board

EXECUTIVE BOARD

Policy making organ of the Commission composed of 10 members, including representatives of relevant ministries (Education, Finance, Information and Civic Education, Justice, External Affairs, Statutory Corporations, Department of Culture, and Department of Science and Technology) and the University of Malawi appointed by the President of the Republic. Meets at least twice a year.

Technical Committee

5 members elected from the Executive Board

SECRETARIAT

Professionals: 5 Accountants: 2 Support Staff: 7

EXECUTIVE SECRETARY

Appointed by the Government upon the recommendation of the Commission's Executive Board. Position equivalent to Head of a Government Department.

ACCOUNTS DEPARTMENT

- 1 Accountant
- 1 Senior Accounts Assistant
- 1 Accounts Assistant (2 filled posts)

Deputy Executive Secretary (Head of Programmes Dept.)

Appointed by the Government upon the recommendation of the Commission's Executive Board.

PROGRAMMES DEPARTMENT

ADMINISTRATION DEPARTMENT

- 1 Administrative Officer
- 1 Senior Executive Officer
- 1 Executive Officer
- 2 Secretaries
- 2 Office Assistants
- 2 Drivers (7 filled posts)

Education: 1 staff

Sciences: 1 staff

Social and Human Sciences: 1 staff

Culture: 1 staff

Communication and Information 1 staff

Documentation Centre Holdings: 5 000

DEPUTY CHAIRPERSON

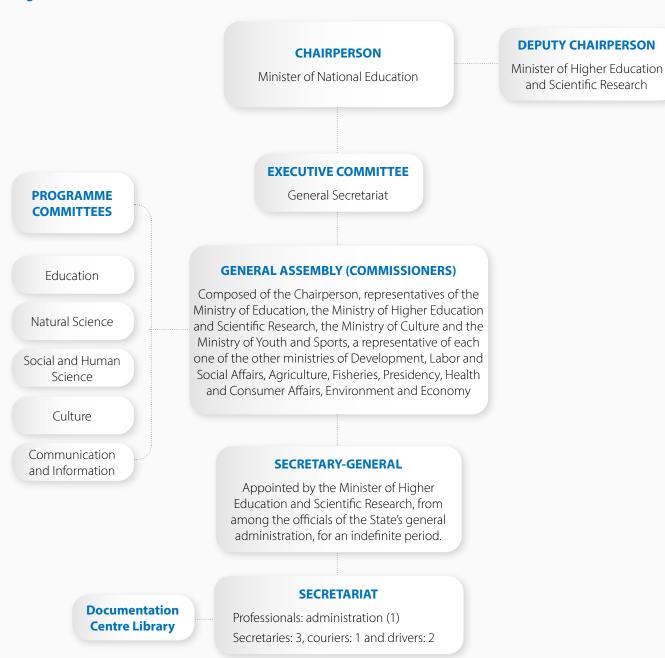
and Scientific Research

MALIAN National Commission for UNESCO and ICESCO

Date of creation: Decree No 155 / PG-RM of 19 August 1963

Status: The Malian National Commission for UNESCO and ICESCO is governmental and reports to the Ministry of National Education, in accordance to the competences of the ministries represented in the Executive Committee and, where applicable, of those relating to any other body of the State's general administration, depending on the nature of the matter. The National Commission is organically attached to the Ministry of National Education.

Budget: The budget intended to cover the costs of organization and operation of the National Commission is part of the general budget of National Education. For its part, the Malian National Commission for UNESCO and ICESCO may accept grants or contributions from UNESCO, as well as other international or national institutions, both public and private, subject to the favorable opinion of the supervising Ministry.



NAMIBIA National Commission for UNESCO

Date of creation: 21 January 1992

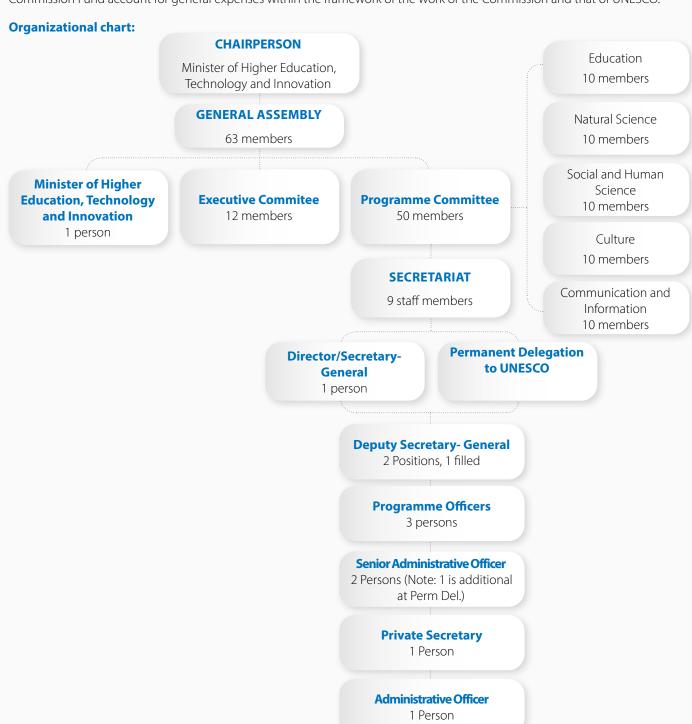
Status: The Namibia National Commission for UNESCO is, as per the Constitution of the Commission, a directorate under the ministry responsible for Higher Education. Thus, it is currently under the Ministry of Higher Education, Technology and Innovation.

Budget: The budget of the Namibia National Commission for UNESCO is derived from two (2) sources/accounts, namely the

- · Ministry of Education, Technology and Innovation budget; and
- · National Commission's budget.

The former budget covers expenditure lines such salary, and related benefits, of the Secretariat; assessed contributions to UNESCO; DSA for national and international attendance of conferences, workshops and meetings; training; stationery; and activities of the Commission.

The latter budget has a General Account which covers the Participation Programme Projects and Contracts. It also has a National Commission Fund account for general expenses within the framework of the work of the Commission and that of UNESCO.



NIGER National Commission for UNESCO and ICESCO

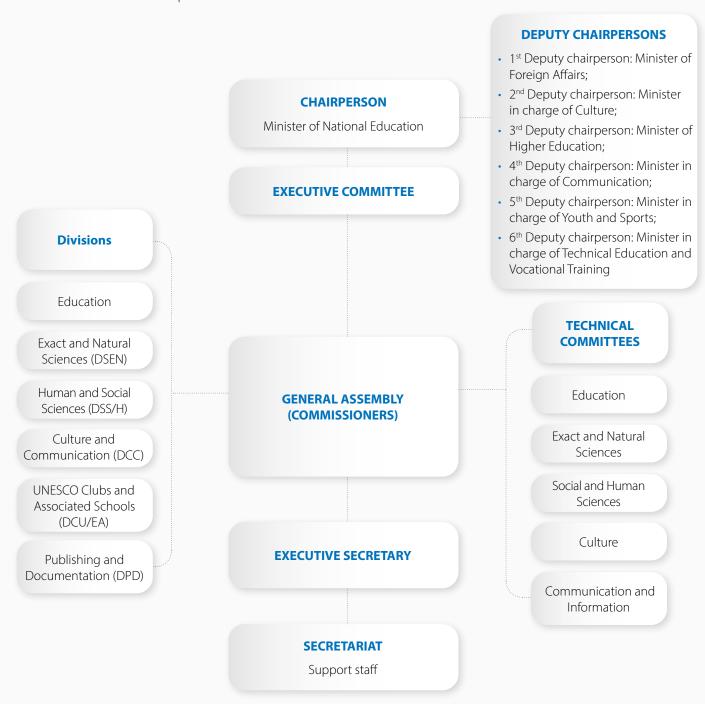
Date of creation: 28 May 1962 by decree No 62-131/MEN, adjustments were made according to the decrees:

- Decree No 79 -26/PCMS/MEN of 8 March 1979;
- Decree No 2010-722/PCSRD/MEN of 21 October 2010.

Status: Interministerial.

Budget: Ministry of National Education

Organizational chart: In accordance with decree 2010-722/PCSRD/MEN of 21st October 2010, relating to the attributions, organization and functioning of the Executive Secretariat of CN/UNESCO/ICESCO and its implementing order No 00053/MEN/SG/CN/UNESCO/ICESCO/SE of 6 April 2011



NIGERIAN National Commission for UNESCO

Date of creation: 25 November 1983, by a governmental decree.

Status: Governmental, attached to the Ministry of Education. The Commission has regular relations with line Ministries and direct Interface with the Permanent Delegation to UNESCO

Budget: The budget of the Commission is provided by the Government, notably the Ministry of Education. It covers operating and running costs. The National Commission participates in fund raising from autonomous Agencies under the Ministry of Education. The Commission has its own bank account enabling it to make financial transactions.

Organizational chart:

PROGRAMME

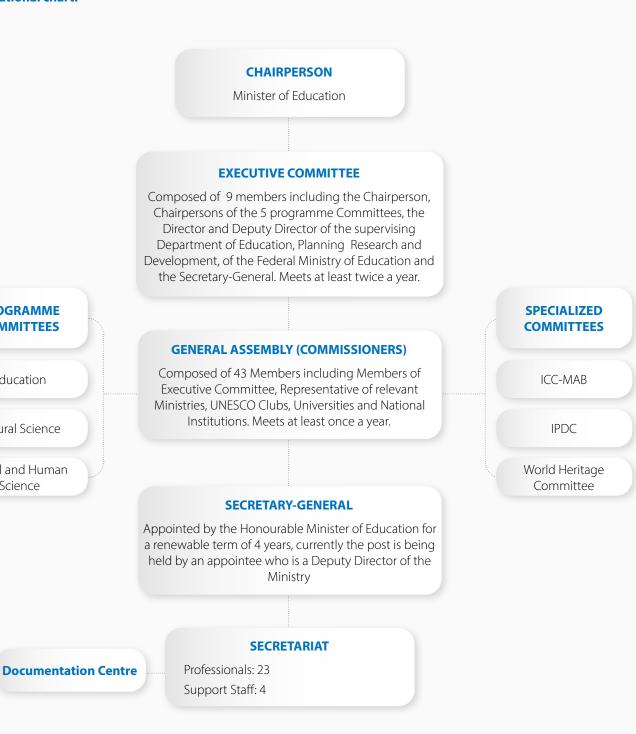
COMMITTEES

Education

Natural Science

Social and Human

Science



RWANDA National Commission for UNESCO

Date of creation: 9 June 1975 by Presidential decree

Status: Governmental, attached to the Ministry of Education with autonomous management. Inter-ministerial cooperation is secured through the participation of representatives from various Ministries in the General Assembly. The Commission maintains regular official relations with the Ministries concerned. It also maintains relations with the Permanent Delegation based in Brussels through the Ministry of Foreign Affairs and then through the Ministry of Education.

Budget: The budget of the National Commission is allocated by the Government and covers staff salaries, travel, operational expenditure and the cost of activities. The Commission does not take part in raising extrabudgetary funds.

Organizational chart:



PROGRAMME SUB-COMMISSIONS

Meets when necessary

Education

Science and Technology

Human and Social Sciences

Culture and Communication

Youth

GENERAL ASSEMBLY (COMMISSIONERS)

Consists of 26 members (21 institutional and 5 individual), including representatives from various Ministries (Education; Environment; Culture; Energy; and Youth), from the Rwandan National Museum, from the Institute of Scientific and Technological Research, from the Rwandan National University, the Association of Mayors, a former Rwandan representative to the UNESCO Executive Board, and individuals chosen on personal merits.

Meets twice yearly.

SECRETARY-GENERAL

(full-time)

Appointed by the Council of Ministries

Appointed indefinitely

Documentation Centre

Chiefly holds UNESCO publications

SECRETARIAT

Professionals: 9 Support Staff: 3

Department of Education, Associated Schools, UNESCO Clubs and Youth

Department of Science and Technology Department of Culture and Social and Human Sciences Department of Communication, Information and Documentation

PROVISIONAL SPECIALIZED COMMITTEES

Rwanda National Committee of the Intergovernmental Hydrological Programme (IHP)

Rwanda National Committee of the Man and the Biosphere Programme (MAB)

Rwanda National Committee of the Information for all Programme (IFAP)

Rwanda National Committee of the International Geoscience and Geopark Programme (IGCP)

Rwanda National Committee of the Memory of the World Programme (MOW)

Rwanda National Committee for the 1972 World Heritage Convention (WHC)

SENEGALESE National Commission for UNESCO

Date of creation: 1963

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

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

Organizational chart:

CHAIRPERSON

(ex-officio)

Minister of National Education

3 VICE-CHAIRPERSONS

(ex-officio)

The Minister of Culture and Communication
The Minister of Higher Education, Research and Innovation
The Minister of Employment, Vocational Training, Apprenticeship and
Integration
The Minister of Scientific Research

Education Sub-commission

Meets when required

Exact and Natural Sciences Sub-Commission

Meets when required

GENERAL ASSEMBLY (COMMISSIONERS)

Composed of members representing relevant ministerial departments as well as individual experts. The list is currently being updated. Meetings take place when convened by the President.

SECRETARY-GENERAL

(full-time)

Appointed by Presidential decree. Rank equivalent to Cabinet Director in a ministry department.

Appointed indefinitely.

Education Section

1 programme specialist

Culture Section

1 programme specialist

Human and Social Sciences Section

1 programme secialist

Exact and Natural Sciences Section

1 programme specialist

DEPUTY SECRETRY-GENERAL

Appointed by ministerial decree on the proposal of the Secretary-General of the National Commission

SECRETARIAT

Professionals: 8 Administrative agent: 3

Human and Social Sciences Sub-commission

Meets when required

Culture Sub-Commission

Meets when required

Communication and Information Sub-commission

Meets when required

Associated Schools Section

1 programme specialist

Communication Section

1 programme specialist

Scholarships Section

1 programme specialist

Relations with UNESCO Clubs and NGOs Section

1 programme specialist

SEYCHELLES National Commission for UNESCO

Date of creation: October 1977

Status: Governmental, attached to the Ministry of Education from which it receives administrative and secretarial support. Multisectorial cooperation is assured with Ministries, Departments and Agencies related to the work of UNESCO through the General Assembly. The National Commission maintains regular contact with those Ministries, Departments and Agencies as well as with the Permanent Delegation for the implementation of UNESCO Activities in Seychelles.

Budget: The National Commission does not receive any budget and does not have any account of its own. Its operational costs are covered by the Ministry of Education. Cost for implementing projects depend on funds received from UNESCO under approved projects and programmes. The Ministry of Education funds projects for the Education programme only under its recurrent budget if it relates to its strategic plan or falls under one of its programmes. Other UNESCO programmes are sent to other Ministries Department and Agencies for financing.

Organizational chart:

PRESIDENT

Minister of Education

SECRETARIAT

Secretary-General

(Part time - nominated by President of the National Commission for 3 years)

Asst. Secretary-General

(Part time - nominated by President of the National Commission for 3 years)

Sub-Committee 1

National Technical Working Group for Education for Sustainable Development

Sub-Committee 3

National Memory of the World Committee

GENERAL ASSEMBLY

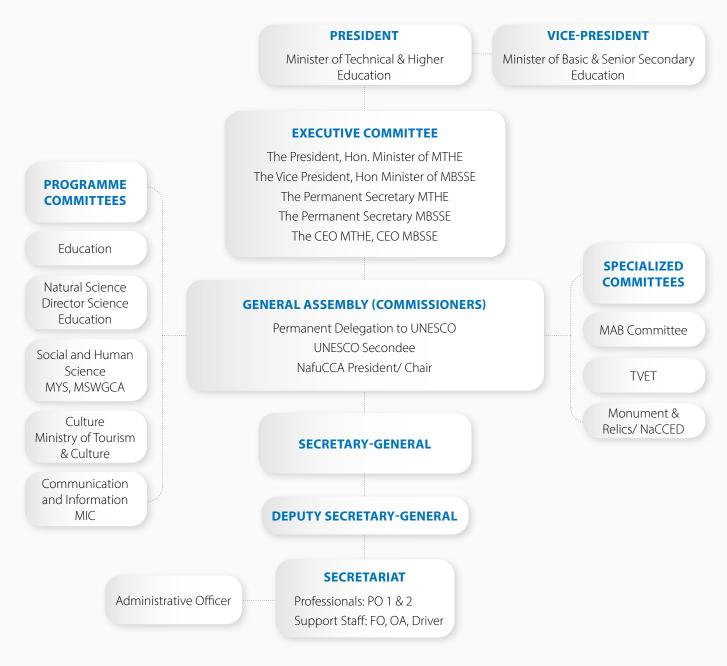
14 Members composed of representatives from the Ministry of Education, Ministry of Agriculture, Energy and Climate Change, Seychelles National Institute for Culture, Heritage and the Arts, University of Seychelles, Ministry of Youth, Sports and Family, Department of Foreign Affairs, Department for Information and Communication Technology, Division for Science, Technology and Innovation, National Information Services Agency, Citizens Engagement Platform Seychelles, Seychelles Islands Foundation

Sub-Committee 2

National Technology, Engineering and Maths (STEM) Committee

SIERRA LEONE National Commission for UNESCO

Date of creation: 1973



SOUTH AFRICAN National Commission for UNESCO

Date of creation: 20 August 1998

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

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

Organizational chart:

PROGRAMME

COMMITTEES

Education Sector

Committee

Natural Science

Sector Committee

Culture Sector

Committee

Social and Human

Sciences Sector

Committee

Communication

and Information

Sector Committee

PRESIDENT

(ex-officio)

Minister of Basic Education

CHAIRPERSON

Appointed in personal capacity by the Minister of Basic Education for a four-year term.

DEPUTY CHAIRPERSON

Elected by the Commissioners
Chair of the Culture Sector

EXECUTIVE COMMITTEE

Composed of 5 Commissioners, representing each Sector lead department, the Chairperson and the Secretary-General.

Meets at least thrice a year.

GENERAL ASSEMBLY (COMMISSIONERS)

Composed of 16 members representing various government departments/ministries, and commissioners appointed from national institutions and civil society. Appointed by the Minister of Basic Education for a four-year term.

Meets in plenary at least thrice a year.

SECRETARY-GENERAL

(full-time)

Appointed by the Minister of Basic Education at Director level.

The term of office is not fixed.

SECRETARIAT

Professionals: 5 Support Staff: 3

SPECIALIZED COMMITTEES

Man and the Biosphere Programme (MAB)

International Hydrological Programme (IHP)

Framework Programme for Education and Training in Water

Memory of the World (MOW)

INTERGOVERNMENTAL WORKING GROUP (IWG)

Composed of the representatives of government departments implementing UNESCO Programmes.

Education Sector

Natural Science Sector

Culture Sector

Social and Human Sciences Sector

Education Sector

TOGOLESE National Commission for UNESCO

Date of creation: 19 September 1963

Status: Public service

Budget: 25,000 USD (for 2022)

Organizational chart:

CHAIRPERSON

(ex-officio)

Minister of Higher Education and Research

SUB-COMMISSIONS

Education

Higher Education and Research

Science, Technology and the Environment

Social and Human Sciences

Human Rights, Democracy and Peace

Culture and Development

Communication

DEPUTY CHAIRPERSON

(ex-officio)

Minister of Technical Education and Vocational Training

GENERAL ASSEMBLY (COMMISSIONERS)

Consists of 33 membres, including representatives of ministries concerned (Higher Education and Research; Primary, Secondary, Technical Education and Vocational Training; Communication and culture; etc.), parliamentarians, NGOs, the Togolese Federation of UNESCO Associations and Clubs, and the media. Meets twice yearly.

EXECUTIVE COMMITTEE

Consists of 11 members, including the Minister of Higher Education and Research (President), the Minister responsible for Technical Education (Vice-President), the Secretary-General (record-taker), the Deputy Secretary-General (deputy record-taker) and the chairpersons of the seven sub-commissions (members) Meets twice yearly.

SPECIALIZED COMMITTEES

Man and the Biosphere (MAB)

Intergovernmental Oceanographical Commission (IOC)

Bioethics (CCNB)

Management of Social Transformations (MOST)

Information for All Programme (IFAP)

Memory of the World (CnMOW)

GENERAL SECRETARIAT

SECRETARY-GENERAL

Appointed by decree of the Council of Ministers.

Section of Equipment and Accounts

DEPUTY SECRETARY-GENERAL

Library, Documentation and Archives Division

Science and Education Division

Culture and Social Sciences Division

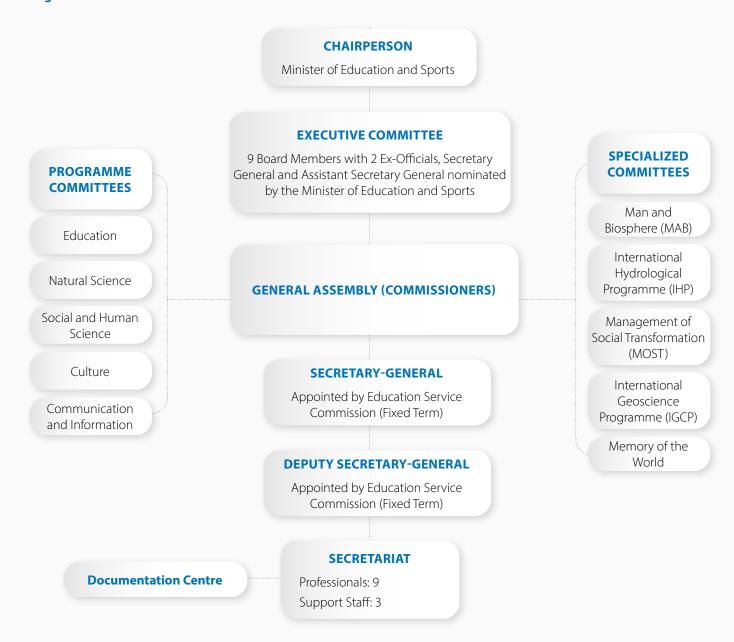
UNESCO Clubs and Associated Schools Division Communication, Translation and External Relations Division

UGANDA National Commission for UNESCO

Date of creation: 16 November 1963

Status: Quasi-autonomous attached to the Ministry of Education and Sports in a department status. Has an Act of Parliament 2014 which establishes it as autonomous, but it is not operational.

Budget: The budget of the Commission provided by the Government covers staff salaries on contract, operation costs, travels and programme activities. The National Commission raises funds from other government agencies and the private sector. The Commission has its own bank account enabling it to make financial transactions



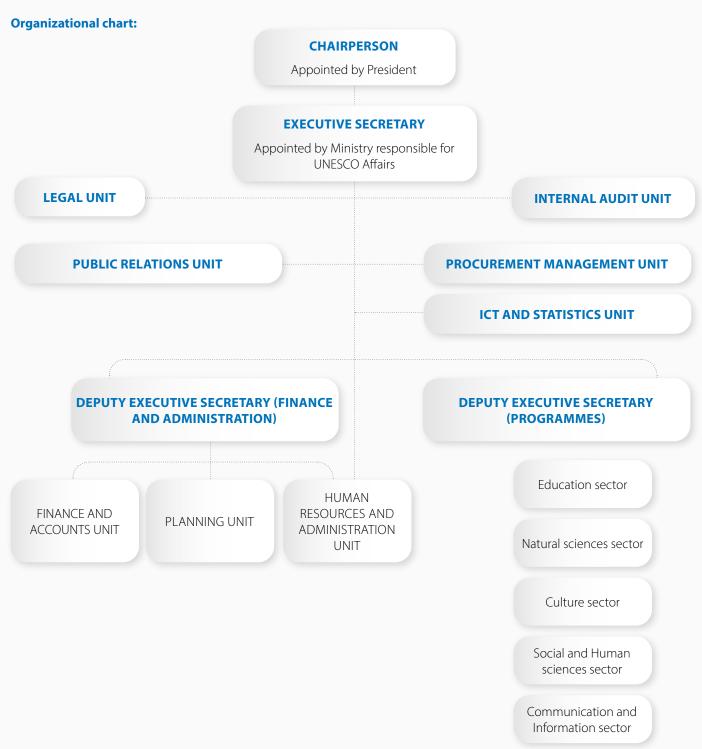
UNESCO National Commission of THE UNITED REPUBLIC

OF TANZANIA

Date of Creation: 6 March 1962.

Status: Governmental, attached to the Ministry of Education, Science and Technology. The Commission engages Government Ministries and Departments, Non-Governmental Organizations, and individuals in UNESCO activities. Serves as a bridge in the relation between UNESCO and the State Party. The Commission conducts direct exchanges with the Permanent Delegation to UNESCO.

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



Zambia National Commission for UNESCO

Date of creation: The Zambia National Commission for UNESCO was established by an Act of Parliament 32 of 1966 on 26th August 1966 and later amended by an Act of Parliament 16 of 1981

Status: Housed under the Ministry of Education as a Statutory Institution, the National Commission collaborates with 15 other Ministries which have a stake in the UNESCO five areas of operation.

Budget: Annual grant of about 131,000 USD for operational activities, salaries not included.



ZIMBABWE National Commission for UNESCO

Date of creation: 3 March 1987, by Cabinet Decree.

Status: Governmental, hosted by the Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development. The Commission enjoys a large degree of autonomy. Inter-ministerial cooperation is ensured by the membership of the representatives from relevant ministries in the General Assembly. The Commission has direct contact with key Ministries and direct interface with the Permanent Delegation to UNESCO.

Budget: The budget of the Commission, is primarily provided by the Government. It covers: staff salaries, operating costs, travels and implementation of activities. The National Commission raises funds from bilateral government donors. The Commission has its own bank account enabling it to make financial transactions.

CHAIRPERSON

Minister responsible for Higher Education

EXECUTIVE COMMITTEEComposed of 10 members: the Permanent Secretaries of key line Ministries.

Meets twice a year.

DEPUTY CHAIRPERSON

Permanent Secretary responsible for Higher Education

PROGRAMME COMMITTEES

(specialised standing committees)

Education

Natural Science

Social and Human Science

Culture

Communication and Information

GENERAL ASSEMBLY (COMMISSIONERS)

Composed of members representing 13 ministries, universities, professional and youths associations, and NGOs (such as the Ministry of Primary and Secondary Education, Ministry of Youths, Sport, Arts and Recreation, Home Affairs and Cultural Heritage, the academia from e.g. University of Zimbabwe, National University of Science and Technology and Midlands State University, one member from the Association for Promotion of Indigenous Languages, etc.). Meets at least once a year.

SECRETARY-GENERAL

(full-time)

Appointed by a Public Service Commission on a competitive basis. Position equivalent to a Director of Division/Department in a ministry. The term of office is open-ended.

DEPUTY SECRETARY-GENERAL

Deputy Permanent Delegate to UNESCO

SECRETARIAT

Professionals: 7

Support Staff: 2

Four sectors: Education; Sciences; Culture and Communication and Information

SPECIALIZED SUB-COMMITTEES

Man and the Biosphere (MAB)

> Intangible Heritage

World Heritage





ALGERIAN National Commission for Education,

Science and Culture

Date of creation: 18 April 1963

Status: Decree No. 126/63 of April 18, 1963 as amended by Decree No. 187/66 of June 21, 1966 and Decree No. 16-67 of February 16, 2016.

Budget: Incorporated in the budgetary nomenclature of the Ministry of National Education.

Organizational chart:

CHAIRPERSON

Minister of National Education

DEPUTY-CHAIRPERSON

Representative of the Minister of Foreign Affairs

EXECUTIVE COMMITTEE

- · Chairperson of the National Commission or his/her representative;
- Deputy-Chairperson of the National Commission, representative of the Minister of Foreign Affairs;
- Secretary-General of the National Commission;
- Deputy Secretary-General of the National Commission;
- · President of each Technical Committee.

Meets, as needed, once a quarter.

PROGRAMME COMMITTEES

Education

Natural Science

Human and Social Sciences

Culture

Communication and Information

Youth

GENERAL ASSEMBLY (COMMISSIONERS)

- · Chairperson of the National Commission or his/her representative;
- Vice-Chairperson of the National Commission, representative of the Minister of Foreign Affairs;
- · Secretary-General of the National Commission;
- · Representative of the Prime Minister;
- · Representative of each ministerial department;
- National Coordinator of the Associated Schools.
- Coordinator of UNESCO Chairs;
- Representative of UNESCO Clubs;
- · Representatives of the associative movement;
- · Personalities having contributed to the cultural influence of Algeria;
- · Recipients of UNESCO distinctions and prizes.

Meets in ordinary session once a year.

SECRETARY-GENERAL a.i.

DEPUTY SECRETARY-GENERAL

Documentation Centre

Library and Media Library

SECRETARIAT

Professionals: 2 experts consultants

Staff support: 2

SPECIALIZED COMMITTEES

MAB

Memory of the World

IHP

IOC

EGYPTIAN National Commission for Education, Science and Culture

Date of creation: 1949 by decree

Status: Governmental, affiliated with the ministry of Higher Education and Scientific Research. The Commission acts as a central liaison body for Egypt's relations with UNESCO, ICESCO and ALECSO. Co-operation with concerned ministries is ensured through the presence of their representatives in programme and specialized Committees where they help in the implementation, transmission and application of UNESCO's programmes and policy within their ministries.

Budget: The budget of the Commission is provided by the Ministry of Higher Education to cover staff salaries and running costs. The Commission tries to mobilize extra-budgetary funds. In addition, the Government established a Special Fund to finance some operational projects which have a national scope. The Ministry of Higher Education can also fund certain initiatives of the Commission and its Sub-Committees. The Commission has its own bank account, enabling it to make transactions in national and foreign currencies.

Organizational chart:

CHAIRPERSON

Minister of Higher Education and Scientific Research

GENERAL ASSEMBLY

Chaired by Minister of Higher Education and Scientific Research. Members comprise presidents of five Egyptian Public universities; the Secretary-General of the Commission, the Permanent Delegate to UNESCO; Under-Secretaries of State and representatives of the concerned Ministries (Foreign Affairs, Higher Education and Scientific Research, Education and Technical Education, Culture, Tourism and Antiquities, Environment, International Cooperation, Communication and Information Technology, Water Resources and Irrigation, Youth and Sports, Health and Population, Social Solidarity, Defense, Local Development, Planning and Economic Development); the elected members of the Executive Boards of international organizations; eminent figures concerned with UNESCO's fields of specialization who are nominated by the Chairperson. Meets at least once a year.

PROGRAMME COMMITTEES

Education

Natural Science

Social and Human Science

Culture

Communication and Information

EXECUTIVE COMMITTEE

Technical Committee: comprising representatives of relevant Ministries (Foreign Affairs, Higher Education and Scientific Research, Education and Technical Education, Culture, Tourism and Antiquities, Environment, International Cooperation, Communication and Information Technology, Water Resources and Irrigation, Youth and Sports, Health and Population, Social Solidarity, Defense, Local Development, Planning and Economic Development) as well as experts in the fields of UNESCO. Chaired by the Secretary-General and convenes at least once every other month.

SECRETARY-GENERAL

(full-time)

Appointed by the Minister of Higher Education.

ASSISTANT SECRETARY-GENERAL

Appointed from among the professional staff of the Secretariat of the National Commission.

SPECIALIZED COMMITTEES

Youth Committee

Man & the Biosphere (MAB) Committee

Memory of the World (MOW) Committee

SDG4 Committee

Antiquities Committee

Programme and Budget Committee

SECRETARIAT

Professionals: 15 Staff support : 10

Media Information and

Documentation Centre (provides training courses in ICT and handles the web site)

Documentation centre (Depositary Library for UNESCO and IIEP) Holdings: about 200.000 (including publications of UNESCO, ICESCO and ALECSO in Arabic and English

Science and Technology Department

Administration and Financial

Affairs Department

Education Department

Culture Department

Communication and information Department

ALECSO and ICESCO Department Social and Human Sciences Department

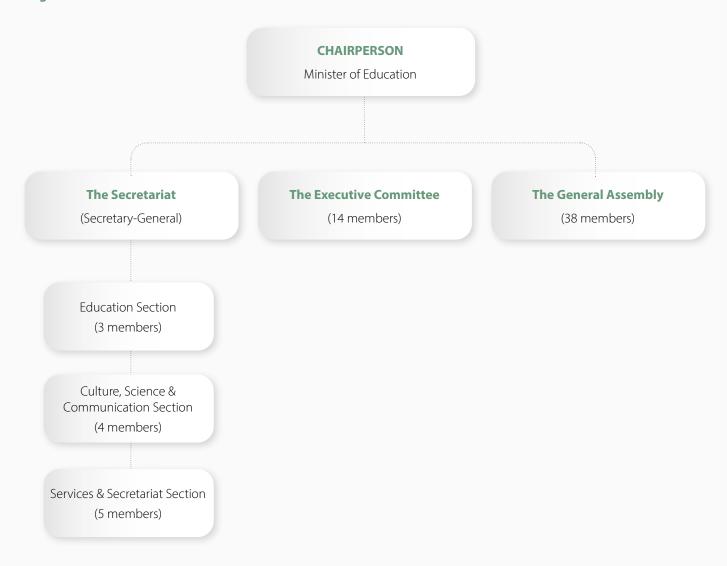
JORDAN National Commission for Education, Culture and Science

Established: 14 June 1950

Status: A Governmental Commission supervised by the Ministry of Education, and the Minister of Education is the Chairperson.

Budget: The government allocates an annual budget for the National Commission, the main expenditure lines of the budget are:

- 1. Educational Activities
- 2. ASPnet Activities
- 3. Cultural Activities
- 4. Publications
- 5. The Organizations' Annual Contributions



KUWAIT National Commission for Education, Science

and Culture

Date of creation: 26 June 2022

Organizational chart:



Minister of Education

EXECUTIVE COMMITTEE

DEPUTY CHAIRPERSON

Undersecretary of Ministry of Education

PROGRAMME COMMITTEES

Education

Natural Science

Social and Human Science

Culture

Communication and Information

GENERAL ASSEMBLY (COMMISSIONERS)

- 1. Minister of Education
- 2. Undersecretary of Ministry of Education
- 3. Ministry of Higher Education
- 4. National Council of Culture, Arts, and Literature
- 5. Ministry of Information
- 6. Kuwait University
- 7. Public Authority for Applied Education
- 8. Ministry of Foreign Affairs
- 9. Ministry of Social Affairs and Work
- 10. Kuwait Institute for Scientific Research
- 11. Kuwait Foundation for Advancement of Science
- 12. Ministry of Planning
- 13. Secretary-General of the Kuwait National Commission for Education, Science and Culture

SECRETARY-GENERAL

LEBANESE National Commission for UNESCO

Date of creation: 28 June 1948

Status: Semi-autonomous, placed under the supervision of the Minister of Culture, the Lebanese National Commission for UNESCO is a national body that ensures the liaison between the United Nations Educational, Scientific and Cultural Organization (UNESCO), the Arab League Educational, Cultural and Scientific Organization (ALECSO) and the Anna Lindh Euro-Mediterranean Foundation for the Dialogue between Cultures (FAL) on the one hand, and the Lebanese government and civil society on the other hand, in the fields of education, sciences, culture, communication and information.

Budget: Allocated by the Ministry of Culture and covers salaries, running costs, missions and implementation of activities. The Commission raises extra-budgetary funds from the private sector and the media. It has its own bank account, which allows it to make transactions in local and foreign currency.

Organizational chart:

CHAIRPERSON

Appointed by the General Assembly for a period of three years

2 VICE-CHAIRPERSON

Elected by the General Assembly from among the members of the Executive Committee

EXECUTIVE COMMITTEE

Composed of 8 members (including the Chairperson, Vice Chairpersons, Treasurer and Secretary-General) elected by the General Assembly.

Meets once a month.

GENERAL ASSEMBLY

(MEMBERS OF THE COMMISSION)

Composed of 22 members appointed by the Minister of Culture, representing relevant ministries, universities, NGOs, etc. Meets every two months.

SECRETARY-GENERAL

Appointed by ministerial decree for a period of three years.

SECRETARIAT

Professionals : 4
Administrative officers : 4

Culture Committee

Has 4-8 members; meets once a month at the invitation of the Secretary-General.

Information Committee

Has 4-8 members; meets once a month at the invitation of the Secretary-General.

Education Committee

Has 4-8 members; meets once a month at the invitation of the Secretary-General.

Sciences Committee

Has 4-8 members; meets once a month at the invitation of the Secretary-General.

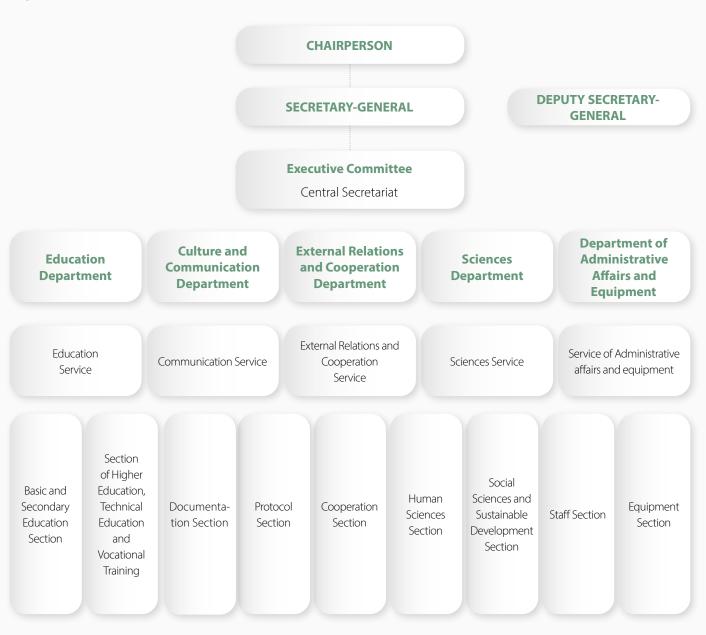
MAURITANIAN National Commission for Education,

Science and Culture

Date of creation: 9 August 1963

Status: Public institution, of an administrative nature, under the supervision of the Ministry of Culture, Youth, Sports and Relations with Parliament, which holds the honorary presidency.

Budget: The main items of expenditure in the budget allocated to the National Commission for Education, Science and Culture are Salaries: 5375390 MRU - Operating budget: 3700000 MRU - Investment budget: 4500000 MRU (1 dollar = 36.09 MRU)



MOROCCAN National Commission for Education,

Sciences and Culture

Date of creation: 23 December 1957, by decree n° 1.57.335.

Status: The National Commission of the Kingdom of Morocco is a governmental entity with Financial Autonomy.

Budget: State subsidies, donations and other income from partner organizations (UNESCO, ALECSO and ICESCO) for the exclusive financing of partnership projects.

Organizational chart:

ADMINISTRATION

GENERAL SECRETARIAT

- Secretary-General: appointed by Ministerial Decree.
 Official organization chart:
- Programmes and Activities of UNESCO, ICESCO and ALECSO, composed of three departments
 - UNESCO Department;
 - ICESCO Department;
 - ALECSO Department.
- Programmes, General Affairs and Communication, composed of two departments
 - Department of Programmes and Communication;
 - General Affairs Department.
- Legal Affairs and Partnership Department.

SECRETARIAT

Library

CHAIRPERSON

Minister of National Education, Preschool and Sports

PERMANENT OFFICE

NATIONAL COMMISSION

Composed of 37 members:

- · Chairperson; Minister of National Education, Preschool and Sports;
- Vice-chairperson; Minister in charge of Higher Education;
- · Minister in charge of Foreign Affairs;
- · Minister in charge of Vocational Training;
- · Ambassador, Permanent Representative of the Kingdom to UNESCO;
- Representative of Morocco to the Executive Councils of ICESCO and ALECSO;
- 9 General Secretaries;
- 4 Directors of Public Establishments;
- · A representative of the National Defense Administration;
- Two representatives of the Ministry in charge of Foreign Affairs;
- 15 experts.

SPECIALIZED COMMISSIONS

Commission on Education, Vocational Vocational Training, Higher Education
Higher Education and Literacy

Commission on Culture, Communication and Youth

Commission on Social and Human Sciences

Commission on Sciences, Technologies and Innovation

Public-Private Partnership Commission the public-private sector and the the relationship with civil society

Commission on the Environment and Sustainable Development

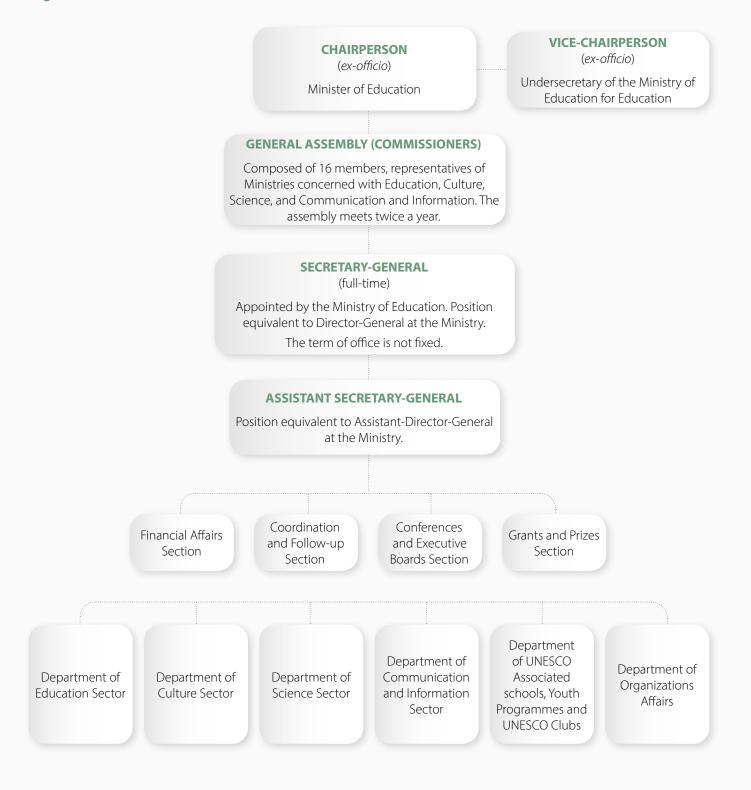
Commission on Legal Affairs and Cooperation

OMAN National Commission for Education, Culture and Science

Date of creation: 16 September 1974, by a Royal Decree.

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

Budget: The budget of the Commission, which makes part of the budget of the Ministry of Education, covers operating costs, salaries, travels, implementation of activities and other projects. The Commission receives extrabudgetary support from UNESCO, ALECSO, ICESCO and the private sector.



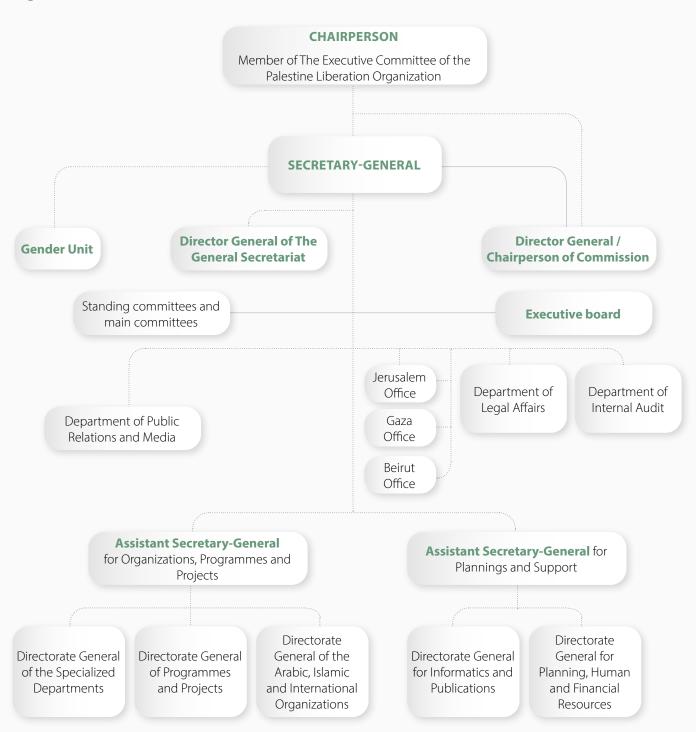
PALESTINIAN National Commission for Education, Culture

and Science

Date of creation: 1992, by presidential decree.

Status: A governmental commission attached to the Department of Education, Palestine Liberation Organization (PLO). The Palestinian National Commission for Education, Culture and Science (PNCECS) has administrative independence; activities are implemented in line with the framework policy of the governing PLO body. It maintains national interests and priorities.

Budget: PNCECS's expenses and budget are covered by the State budget. It includes staff salaries, running and operating costs (communication, equipment, missions, activities, etc.).

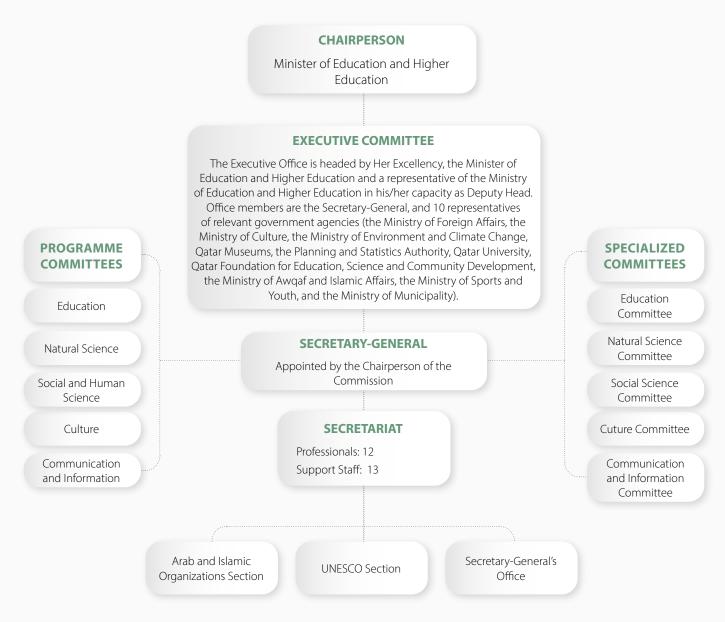


QATAR National Commission for Education, Culture and Science

Date of creation: 25 February 1962

Status: Qatar National Commission for Education, Culture and Science is a government committee affiliated to the Ministry of Education and Higher Education. It has been effectively contributing to achieving the goals of international, Arab and regional organizations, which are aligned with the goals of Qatar Educational objectives on the one hand, and with the goals set by the the National Commission on the other hand, through the implementation of a range of programmes, projects and activities in various fields. This is being accomplished in cooperation and coordination with national, regional and international partners in order to promote citizenship, human rights, justice and human dignity. The National Commission makes Qatar's membership in international, regional and Arab organizations a successful investment that benefits all aspects of educational, scientific and cultural activities in the State, and contributes to the national development process in alignment with Qatar's vision (2030). It maintains direct communication with the Permanent Delegation of the State of Qatar to UNESCO.

Budget: The National Commission's budget is provided by the Ministry of Education and Higher Education. It covers operating costs and annual membership costs in UNESCO, ALECSO, ICESCO, and the Arab Bureau of Education, and it does not collect extrabudgetary funds.

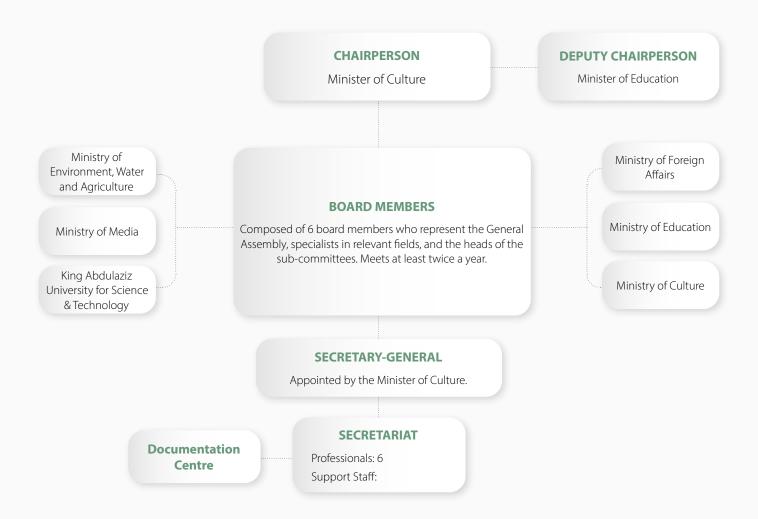


SAUDI National Commission for Education, Culture and Science

Date of creation: 4 November 1946

Status: Royal Decree No. 16438 dated September 2019 was issued to move the National Commission from the Ministry of Education to the Ministry of Culture, the role of which is to represent the Kingdom in international and regional organizations in the fields of education, culture and science, to benefit from these organizations, and to coordinate with national stakeholders to unify the visions and strategies related to UNESCO and other relevant organizations.

Budget: The budget of the Saudi National Commission is part of the general budget of the Ministry of Culture. It covers the salaries of the staff, travels and operating costs.



SUDANESE National Commission for Education,

Science and Culture

Date of creation: 1957

Status: Autonomous unit chaired by the Minister of Education.

Budget: SDG 22,000,000 (around 38,667 USD).

Organizational chart:

CHAIRPERSON

Minister of Education

EXECUTIVE COMMITTEE

- · Chairperson of the Education Committee
- · Chairperson of the Natural Science Committee
- · Chairperson of the Culture Committee
- · Chairperson of the Social Science Committee
- · Chairperson of the Communication, Information and Informatics Committee
- 3 members selected on their personal capacity
- · Secretary General of the National Commission

PROGRAMME COMMITTEES

Education

Natural Science

Social and Human Science

Culture

Communication and Information

GENERAL ASSEMBLY

- Chairperson of the National Commission, Minister of Education
- Undersecretary of Ministry of Foreign Affairs
- Undersecretary of Ministry of Education
- Undersecretary of Ministry of Culture and Information
- Undersecretary of Ministry of Higher Education
- Undersecretary of Ministry of Justice
- Undersecretary of Ministry of Social Welfare
- Undersecretary of Ministry of Youth and Sport
- Undersecretary of Ministry of Communication
- · Undersecretary of Ministry of Finance
- Undersecretary of Ministry of Water Resources
- Representative of Youth Union
- Representative of Women Union
- · Secretary General of the National Commission

SECRETARY-GENERAL

Appointed by Council of Ministers upon recommendation of the Chairperson of the National Commission

Documentation Centre

SECRETARIAT

Professionals: 17 (some are seconded from related Ministries)

Support Staff: 14

SPECIALIZED COMMITTEES

IHP National Committee MAB National Committee MAB National Youth forum

> MOST National Committee Anti-Doping Convention

National Music Council National Theatre Council

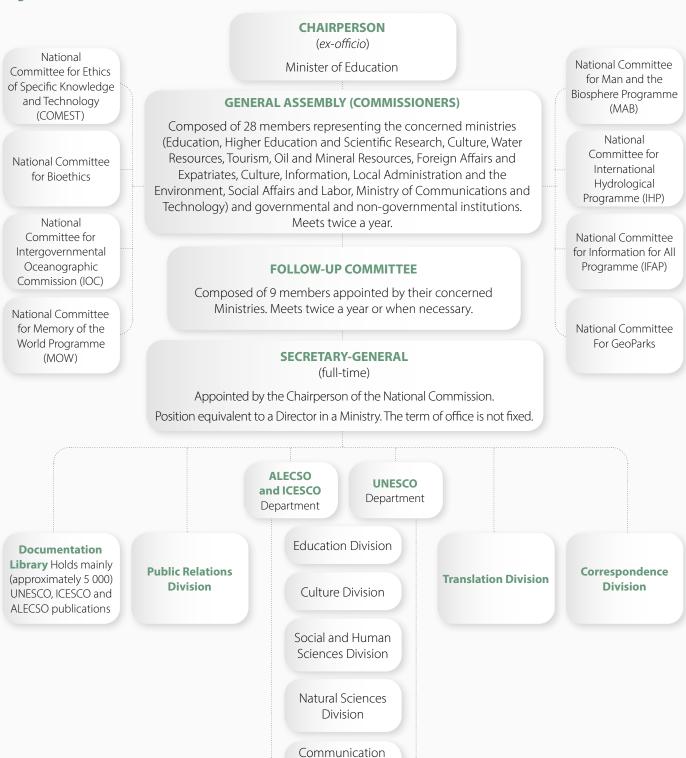
SYRIAN National Commission for UNESCO

Date of creation: 13 May 1976 by a presidential decree.

Status: Governmental. The National Commission is attached to the Ministry of Education and works as a national coordinator between international organizations (UNESCO, ALECSO and ICESCO) and the Syrian Ministries and governmental and non-governmental organizations. The Commission has regular relations with line Ministries and close contacts with the Permanent Delegation to UNESCO.

Budget: The National Commission's budget is provided by the Government to cover salaries and current expenses. The Commission does not raise extra-budgetary funds.

Organizational chart:

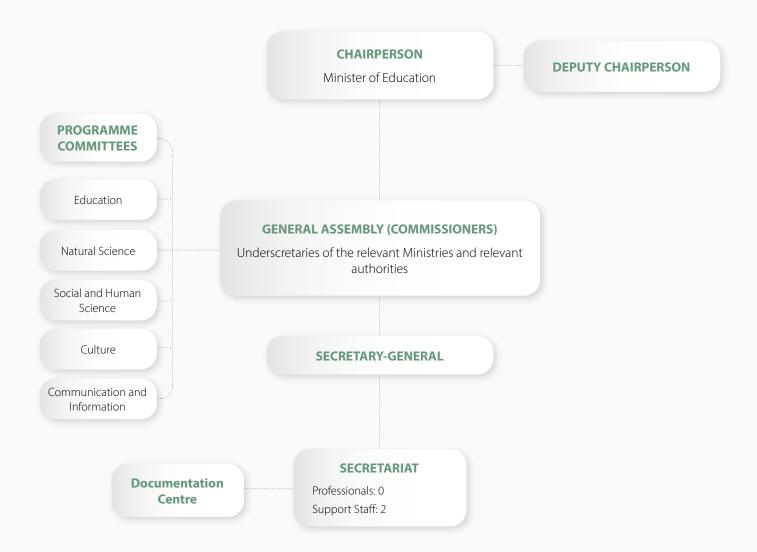


and Information
Division

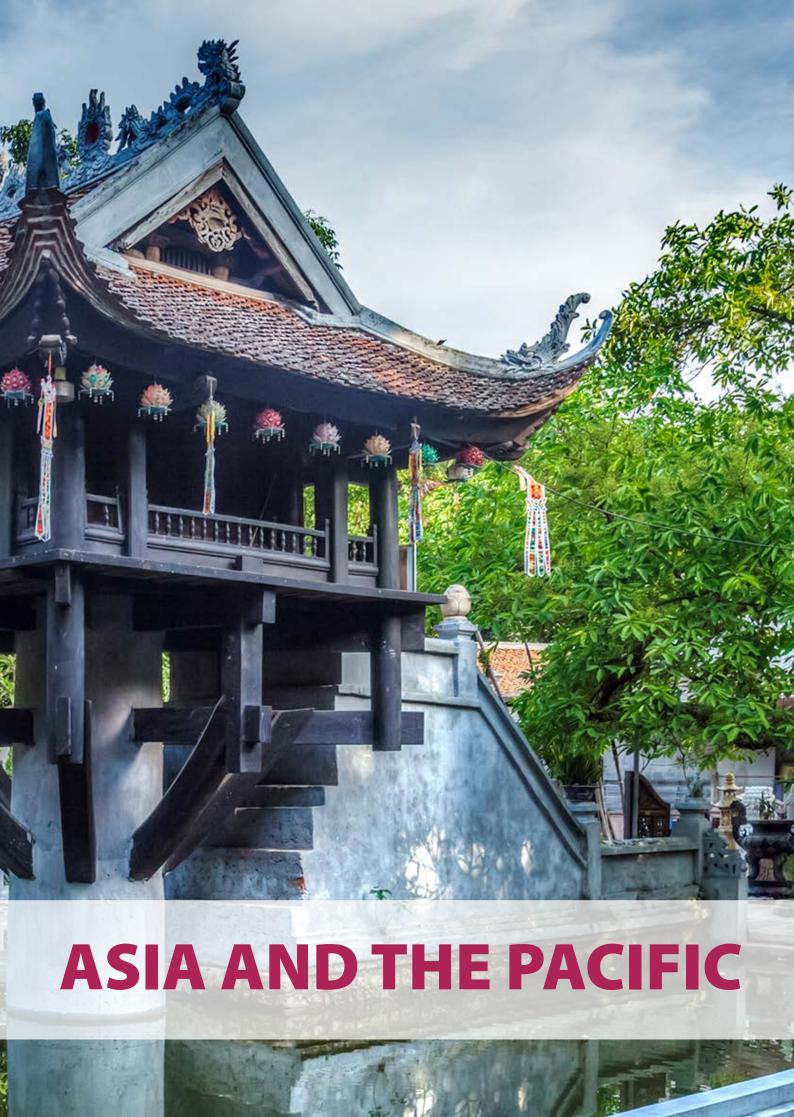
YEMENI National Commission for Education Culture and Science

Date of creation: 1995

Budget: From the Ministry of Finance of the Republic of Yemen (7,000 USD in the Year).







AUSTRALIAN National Commission for UNESCO

Date of creation: 29 April 1947

Status: The Department of Foreign Affairs and Trade hosts the Secretariat for the Commission, working closely with Australia's Permanent Delegation to UNESCO. The Australian National Commission for UNESCO serves three roles:

- to advise the Australian Government on all matters related to UNESCO;
- to provide a portal for the Australian community to access UNESCO's programmes and to help implement UNESCO's mandate in Australia;
- to foster and support UNESCO's programmes and goals in Australia.

Budget: The National Commission's budget is managed by the Department of Foreign Affairs and Trade

Organizational chart:

CHAIRPERSON

Senior Executive Department of Foreign Affairs and Trade. Four-year term

Other Government Departments

(ex-officio)

- Department of Agriculture, Water and the Environment
- Department of Communications and the Arts
- Department of Education, Skills and Employment
- Department of Health
- Department of Industry, Science, Energy and Resources
- National Archives of Australia
- Bureau of Meteorology

GENERAL ASSEMBLY (COMMISSIONERS)

Composed of six Commissioners appointed by the Minister for Foreign Affairs based on their extensive experience in the sector. Current Commissioners are: Education; Natural Science; Social and Human Sciences; Culture; Communication and Information; Youth Representative. Commissioners serve four-year terms. Meets once a year.

SECRETARY-GENERAL

(part-time) (ex-officio)

Official of the Department of Foreign Affairs and Trade. Term of office is not fixed.

SECRETARIAT

Professionals: 1

Observers

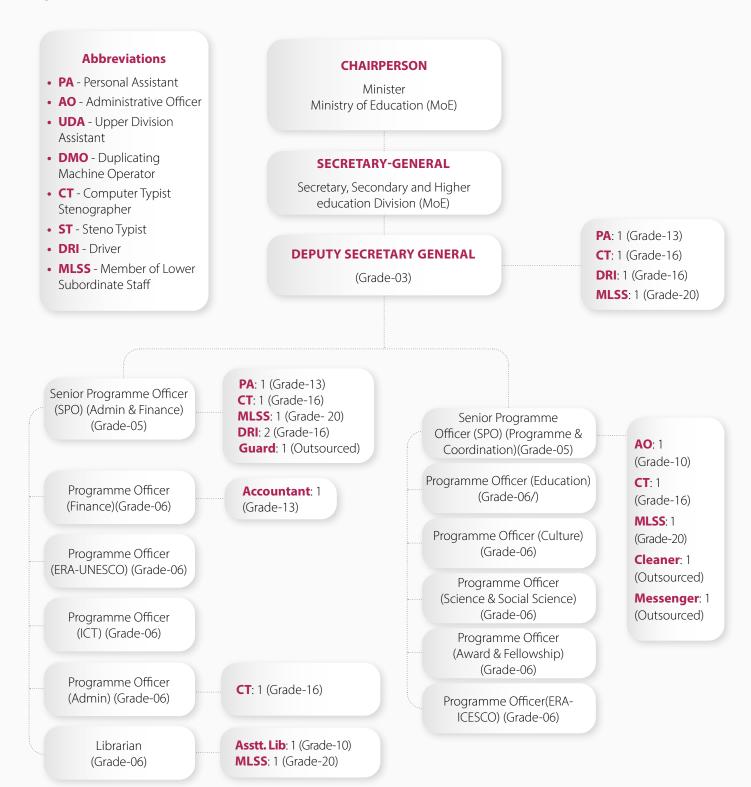
Two Parliamentary observers from Government and opposition

BANGLADESH National Commission for UNESCO

Date of creation: April 1973

Status: Governmental Commission, structurally attached to Secondary and Higher Education Division, Ministry of education.

Budget: As a Governmental Commission, the Bangladesh National Commission for UNESCO (BNCU) is fully funded by the Government. Within the boarder budget of Secondary and Higher Education Division, BNCU has its annual stipulated allocation. Its expenses include staff salary and allowances, cost of programme implementation, running administration, tours and travel, purchase and procurements, maintenance etc.



BHUTAN National Commission for UNESCO

Date of creation: 1984

Status: Governmental, under the Ministry of Education.

Budget: From Government and International funding.

Organizational chart:



Minister of Education

PROGRAMME COMMITTEES

Education

Natural Science

Social and Human Science

Communication and Information

EXECUTIVE COMMITTEE

- 1. Minister, Ministry of Education as Chairperson
- 2. Secretary, Ministry of Education
- 3. Director, Department of Culture, Ministry of Home and Cultural Affairs
- 4. Director, Department of Multilateral Affairs, Ministry of Foreign Affairs
- 5. Director, Department of Forest and Park Services, Ministry of Agriculture and Forest
- 6. Director, Department of Renewable Energy, Ministry of Economic Affairs
- 7. Director, Development Cooperation Division, Gross National Happiness Commission
- 8. Director, Department of Information and Media, Ministry of Information and Communication
- 9. Head, Civil Society Organization
- 10. Chief Programme Officer, Bhutan National Commission for UNESCO (Member Secretary)

SECRETARY-GENERAL

Secretary, Ministry of Education

SECRETARIAT

Professionals:

- 1. Chief Programme Officer
- 2. Programme Officer

Support Staff: Senior Administrative Assistant

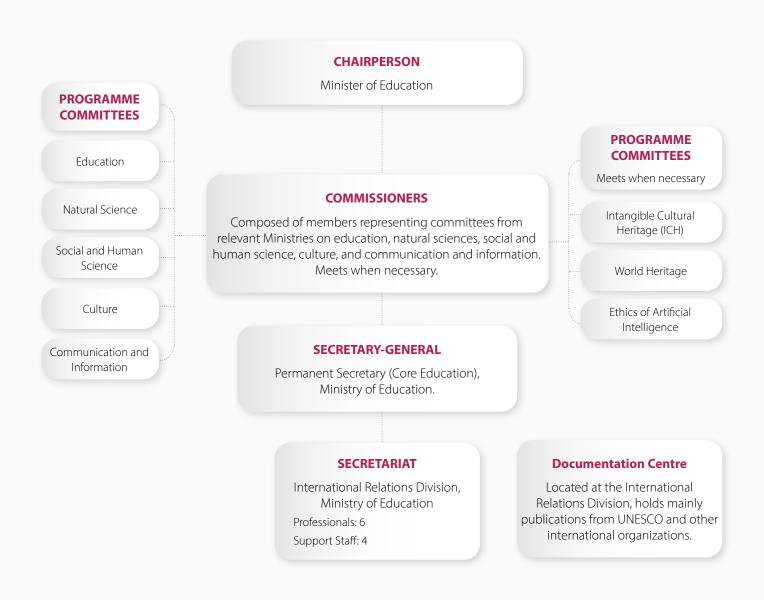
Documentation Centre

BRUNEI DARUSSALAM National Commission for UNESCO

Date of creation: 17 March 2005

Status: Governmental, attached to the Ministry of Education. The International Relations Division of the Ministry of Education is the Secretariat of the National Commission and tasks as a national coordinator between UNESCO and relevant ministries and agencies in Brunei Darussalam. The National Commission maintains direct relations with the Permanent Delegation of Brunei Darussalam to UNESCO, France as well as the Ministry of Foreign Affairs.

Budget: The budget of the National Commission, provided by the Government of Brunei Darussalam, covers all operating costs, travels, salaries and implementation of activities and programme. The National Commission does not raise extra-budgetary funds.



CAMBODIAN National Commission for UNESCO

Date of creation: First established on 12 October 1951. On 16 October 1997, the Cambodian National Commission was officially re-established by the Decision of Royal Government of Cambodia.

Status: its administration is under the supervision of the Ministry of Culture and Fine Arts.

Budget: The annual budget package of the Cambodian National Commission acquires from Ministry of Culture and Fine Arts. The amount of budget fluctuates each year based on the situation of national economy index and national income of Cambodia. Another portion of the National Commission's budget lies on funding from UNESCO's headquarters in Paris. Normally, the National Commission uses the allocated budget on three important objectives: 1). supporting administrative operation in the organization, 2). implementing priority programme of national levels by focusing on the fields of education, culture, science, information, and other related fields in Cambodia, 3). Enhancing the national agenda for international affairs in its fields of competence through cultural diplomacy.



COOK ISLANDS National Commission for UNESCO

Organizational chart:

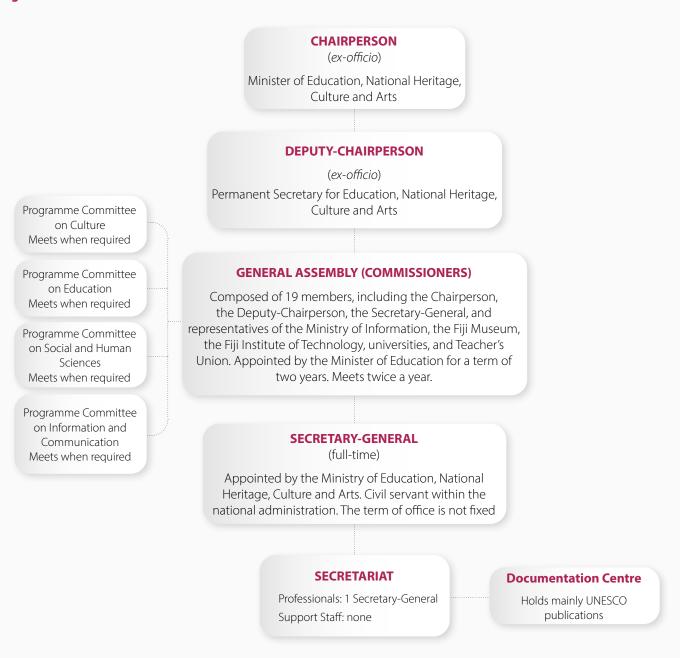
CHAIRPERSON (ex-officio) Minister of Education SECRETARY-GENERAL (ex-officio) Secretary of Education

FIJI National Commission for UNESCO

Date of creation: August 1983

Status: Governmental, attached to the Ministry of Education, National Heritage, Culture and Arts.

Budget: The National Commission has not established its own independent budget. Secretary-General's salary operating costs and programme delivery costs of the Commission are covered by the budget of the Ministry of Education, National Heritage, Culture and Arts. The Commission does not raise extra-budgetary funds.

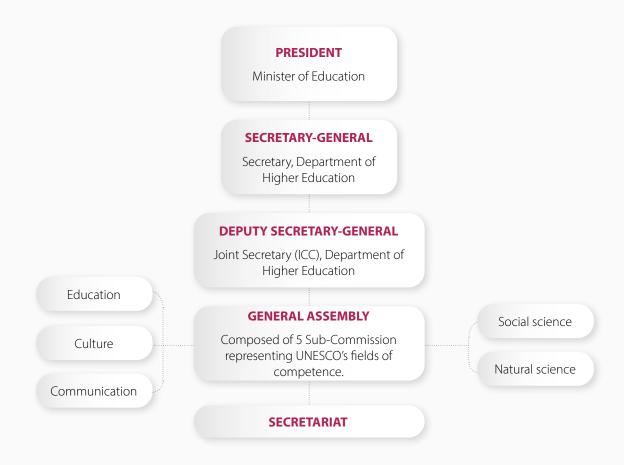


INDIAN National Commission for Cooperation with UNESCO

Date of creation: In 1951

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

Budget: The budget of the Commission is provided by the Ministry of Education to cover operating costs and the implementation of some activities and publications.



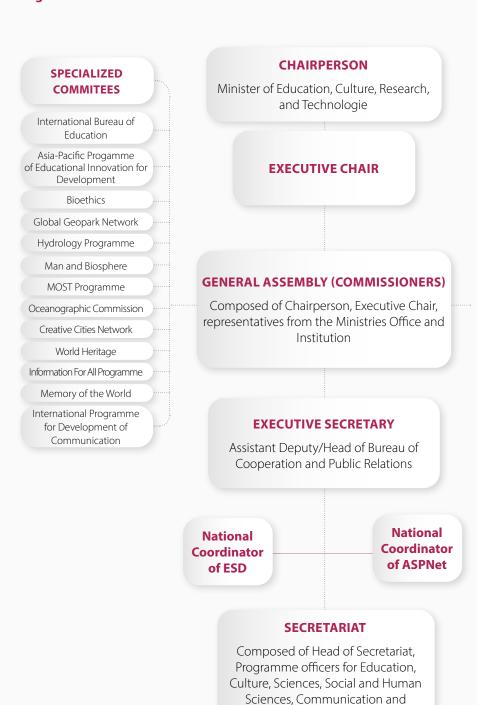
INDONESIAN National Commission for UNESCO

Date of creation: 20 October 1952, re-organized in 1977 by a decree of the Ministry of Education and Culture

Status: Governmental, attached to the Ministry of Education, Culture, Research, and Technology. Inter-ministerial cooperation is ensured through the participation of representatives of the relevant Ministries in the Executive Committee and the General Assembly. The National Commission maintains direct relations with the Permanent Delegation to UNESCO.

Budget: The budget of the National Commission, provided by the Government, covers operating costs and project implementation. Extra-budgetary funds are also raised from NGOs, individuals, companies and Foreign Embassies.

Organizational chart:



Information

NATIONAL POINT OF CONTACT REPRESENTATIVES Coordinating Ministry of People Development and Culture Coordinating Ministry of Maritime and Investation Coordinating Ministry of Economy Ministry of State Secretariat Cabinet Secretariat of Indonesia Ministry of National Development Planning Ministry of Education, Culture, Research, and Technology Ministry of Foreign Affairs Ministry of Communication and Information Ministry of Tourism and Creative Economy Ministry of Youth and Sports Ministry of Religious Affairs Ministry of Marine Affairs and Fisheries Ministry of Law and Human Rights Ministry of Environment and Forestry Ministry of Social Affairs Ministry of Health Ministry of Women Empowerment and Child Protection Ministry of Energy and Mineral Resources National Research and Innovation Agency

National Archives of Indonesia

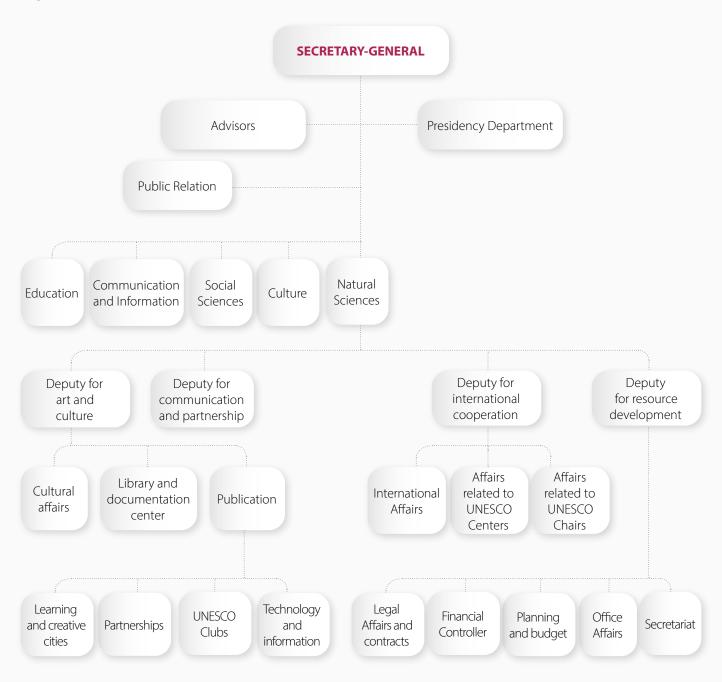
National Library of Indonesia

IRANIAN National Commission for UNESCO

Date of creation: 1948, by the order of the National Consultative Assembly, Parliament of Iran.

Status: Governmental, attached to the Ministry of Science, Research and Technology. The Commission has formal relations with other Ministries and maintains direct interaction with the Permanent Delegation of the Islamic Republic of Iran to UNESCO.

Budget: The budget of the Commission is provided through: 1) Governmental appropriations through the Ministry of Science, Research and Technology for the current and unavoidable costs; 2) financial assistance by the public; 3) private sectors; 4) UNESCO Participation Programme.

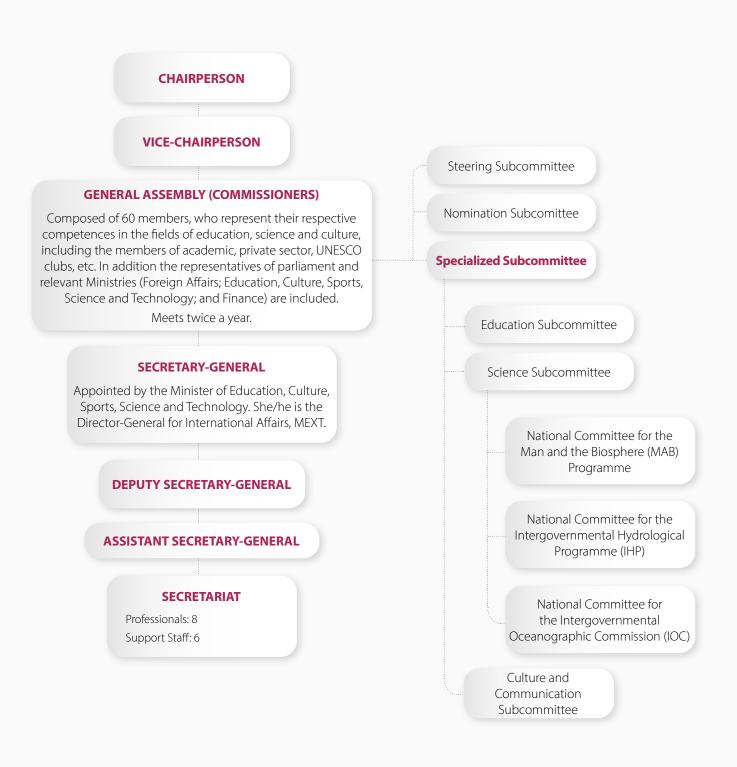


JAPANESE National Commission for UNESCO

Date of creation: 1952

Status: Governmental, attached to the Ministry of Education, Culture, Sports, Science and Technology (MEXT). The Commission is established based on the Act on UNESCO-Related Activities as the organization for advice, planning, liaison, and study regarding UNESCO-related activities in Japan, in the spirit of Article 7 of the UNESCO Constitution.

Budget: The budget of the National Commission, provided by the Ministry of Education, Culture, Sports, Science and Technology. It covers operating costs, implementation of activities. The Commission does not raise extra-budgetary funds.

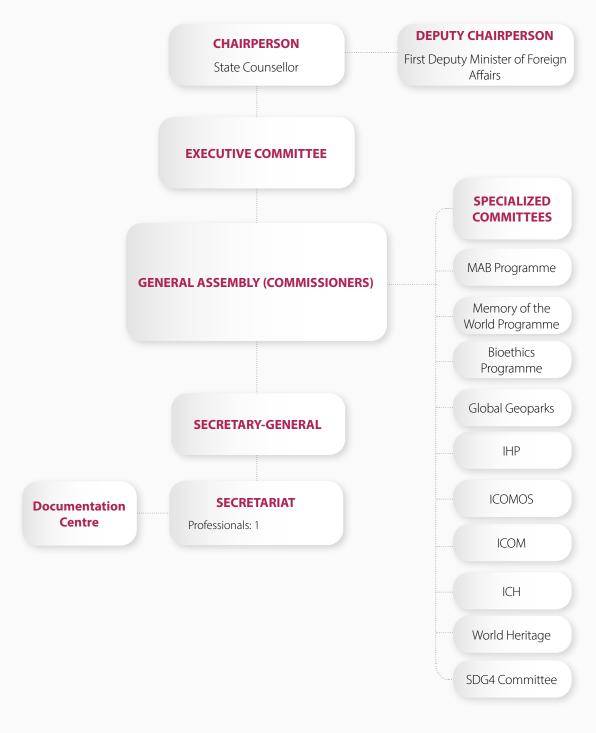


National Commission of the REPUBLIC OF KAZAKHSTAN for UNESCO and ICESCO

Date of creation: 1993

Status: Governmental Commission. The Secretariat of National Commission is structurally attached to the Ministry of Foreign Affairs of the Republic of Kazakhstan.

Budget: Activities of the Kazakhstan National Commission are supported by contributions from the Ministry of Foreign Affairs of Kazakhstan.



Kiribati National Commission for UNESCO

Organizational chart:

CHAIRPERSON (*ex-officio*)

Minister of Education

SECRETARY-GENERAL

(ex-officio)

Secretary of Education

National Commission of the KYRGYZ REPUBLIC for UNESCO

Date of creation: 12 June 1992

Status: Governmental, under the supervision of the Office of the President of the Kyrgyz Republic and functions under the direct responsibility of the State Secretary. Inter-ministerial co-operation is ensured through the participation of the relevant Ministries in the Executive Committee as well as their representatives in the General Assembly. The National Commission has direct relations with the Permanent Delegation to UNESCO in Paris. The Secretariat of the National Commission is located in premises belonging to the Government.

Budget: The budget of the National Commission, provided by the Government, covers staff salaries and running costs (e.g. office maintenance and equipment). In addition, the National Commission occasionally mobilizes funds with extra-budgetary partners, including related agencies and private sector.

Organizational chart:

CHAIRPERSON

(ex-officio)

State Secretary
The term of office is not fixed.

EXECUTIVE COMMITTEE

Composed of 5 members: the Chairperson, the Deputy of the Minister of Foreign Affairs, the Deputy of the Minister of Education and Science, and the Minister/Deputy of Culture Information, Sports and Youth Policy and Secretary-General of the National Commission.

PROGRAMME COMMITTEES

Education

Natural Science

Social and Human Science

Culture

Communication and Information

GENERAL ASSEMBLY (Commissioners)

Composed of 12 institutional and individual members, including the representatives of the Parliament, the Ministry of Foreign Affairs, the Ministry of Education and Science, the Ministry of Culture, Information, Sports and Youth Policy, the Central Asian Crafts Support Association, Higher Education Institutes, NGO accredited under UNESCO's 2003 Convention, UNESCO Clubs, National Library etc.

SECRETARY-GENERAL

(full-time)

Appointed by the President's order.

Position equivalent to the Deputy Minister level.

SECRETARIAT

Professionals: 5 Support Staff: 1

SPECIALIZED COMMITTEES/ NETWORKS Meet as required

Man and the Biosphere (MAB) Committee

UNESCO Associated Schools Network of Kyrgyzstan

UNESCO Chairs

UNESCO Clubs

National MOW Committee

National Geoparks Committee

LAO National Commission for UNESCO

Date of creation: 16 December 1978

Status: The Lao National Commission for UNESCO (LNCU) is under the organizational structure of the Department of International Cooperation (DIC), the Ministry of Education and Sports (MoES).

Budget: Government funding which provides a budget to cover staff costs, with other expenditures within the department, allocated is annually based on the Law on State Budget in order to implement the activities, mainly focusing on UNESCO's mandates related to education, science, culture, and communication.

International funding: LNCU also receives international assistance including technical and financial support to implement projects. The sources of assistance are mainly from UNESCO HQ, UNESCO Bangkok office, UNESCO Jakarta office, APCEIU, National Commissions for UNESCO like Korean National Commission for UNESCO, and other international organizations.

Organizational chart:

CHAIRPERSON

Minister of Education and Sports

DEPUTY-CHAIRPERSONS

Vice-Minister of Information, Culture and Tourism Vice-Minister of Natural Resources and Environment Vice-Minister of Agriculture and Forestry

Sub-Commission for Education (9 members)

Sub-Commission for Culture (6 members)

GENERAL ASSEMBLY (Commissioners)

Consists of 48 members, including the Chairperson, the three Vice-Chairpersons, the Heads of Sub-Commissions and their deputies, the Secretary-General and her deputy, and 8 staffs of Secretariat. Meets once yearly.

SECRETARY-GENERAL

Appointed by the Minister of Education and Sports, also being a Director-General of International Cooperation Department in the Ministry of Education and Sports. Appointed indefinitely

DEPUTY SECRETARY-GENERAL

Appointed by the Minister of Education and Sports, also being a Deputy Director-General of International Cooperation Department in the Ministry. Appointed indefinitely.

SECRETARIAT

Professional: 8 staffs

Sub-Commission for Communication and Information (6 members)

Sub-Commission for Natural Sciences (7 members)

Sub-Commission for Social Sciences (7 members)

Documentation Centre

Chiefly holds UNESCO publications

MALAYSIAN National Commission for UNESCO

Date of creation: 7 July 1966

Status: Government Entity



MALDIVES National Commission for UNESCO

Date of creation: 18 July 1980

Status: Governmental, attached to the Ministry of Education. Inter-ministerial co-operation is ensured through the participation of the relevant Ministries in the General Assembly. The Commission has formal and regular relations with line Ministries.

Budget: The budget of the Commission, which makes part of the budget of the Ministry of Education, covers operating costs, salaries, travels, implementations of activities and other projects.

Organizational chart:



Support Staff: 2 Administrative officers

Line Ministries:

Ministry of Arts Culture & Heritage Ministry of Environment, Climate Change & Technology Ministry of Higher Education

Documentation Centre

Maldives National Commission for UNESCO & ICESCO Ministry of Education Foreign Relations Section

MARSHALL ISLANDS National Commission for UNESCO

Organizational chart:

CHAIRPERSON

(ex-officio)

Minister for Education, Sports and Training

SECRETARY-GENERAL

(ex-officio)

Commissioner of Education, Sports and Training

National Commission for UNESCO of the FEDERATED STATES

OF MICRONESIA

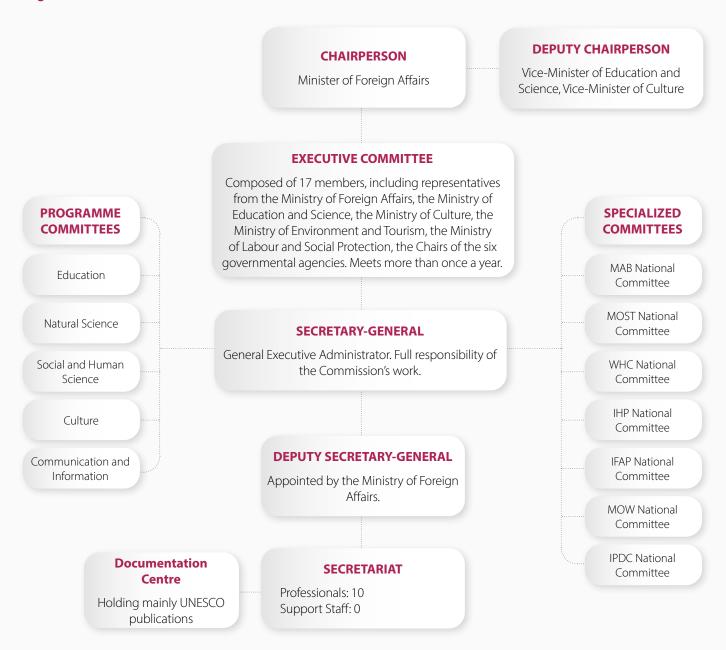


MONGOLIAN National Commission for UNESCO

Date of creation: 1 March 1963

Status: Governmental, attached to the Ministry of Foreign Affairs. Inter-ministerial cooperation is secured through the participation of the relevant ministers in the General Assembly. The Commission maintains close relations with the ministries concerned. It conducts direct exchanges with the Permanent Delegation to UNESCO.

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



NAURU National Commission for UNESCO

Organizational chart:

CHAIRPERSON

(ex-officio)

Minister for Education

SECRETARY-GENERAL

Appointed through an open selection process

NEPAL National Commission for UNESCO

Date of creation: 22 July 1954

Status: Semi-Governmental.

Budget: The existing budget-channels of the Commission can be divided into two broad categories. First, the regular budget from the government, which covers the administrative costs and certain portion of the Commission's programme costs. Second category, budget through organizations like the UN headquarter, corporate houses, bilateral agencies, and other countries' Commissions, it is programme focused and not regular.

Organizational chart:



(ex-officio)

Minister of Education, Science and Technology

EXECUTIVE COMMITTEE

13 members (Chairperson, Vice Chairperson—State Minister of Education-Science-Technology, Secretary, Vice Chancellor of Lumbini Buddhist University, 5 Subject Committee Coordinators, 2 Nominated Educationists, Deputy Secretary General, and Secretariat Secretary). The Committee meets thrice a year.

SPECIALIZED COMMITTEES

Man and the Biosphere (MAB)

Hydrology (IHP)

PROGRAMME COMMITTEES

Education

Science

Social

Culture

Mass Communication

GENERAL ASSEMBLY (COMMISSIONERS)

The Assembly consists of 64 members, including Chairperson, Vice-Chairperson, Secretary-General, and Deputy Secretary-General, Universities Chancellors, Local Representatives, Representatives from different Ministries (Education, Science and Technology; Foreign Affairs; Culture, Tourism and Civil Aviation; Law, Justice and Parliamentary Affairs; Federal Affairs and General Administrations; Finance; Communication and Information Technology; and, Women, Children and Senior Citizens), Representative of Subject Committees, Academicians, Parliamentarian, Subject Experts and others.

The assembly meets once a year.

DEPUTY SECRETARY-GENERAL

Appointed by the Chairperson of the Commission. The tenure of the Deputy Secretary-General is for four years.

Documentation Centre

Holds about 2000 publications currently. Previously, there was a designated documentation centre—a library. It was destroyed in the 2015 earthquake; the Office had to relocate thereafter. This has affected the Commission's holding capacity.

SECRETARIAT

Professionals: 5 (Including the Deputy Secretary-General)

Supporting Staff: 6

NEW ZEALAND National Commission for UNESCO

Date of creation: 24 September 1947

Status: Semi-autonomous with a Cabinet-appointed Board. The role and activities of the National Commission is guided by a constitution, most recently amended in October 2019. The Secretariat is provided by the Ministry of Education. The relationship between the National Commission and the Ministry is established and maintained through a Memorandum of Understanding. The National Commission has autonomy over its strategic direction and work programme and the Chair reports to the responsible Minister six monthly.

Budget: Funding is provided by the Government through the Ministry of Education to meet the costs of the National Commission's programme activities and the National Commission's operating costs, including its participation in UNESCO's biennial General Conference and other UNESCO meetings.

Organizational chart:

CHAIRPERSON

Appointed in personal capacity by the Minister of Education in consultation with the Cabinet.

Term of office: three years with a maximum of two terms.

UNESCO AOTEAROA YOUTH LEADERS GROUP

Led by the Special Advisor Youth, Youth Leaders serve as advisors, negotiating inclusive ways for young people to be engaged and empowered in the National Commission's priority and programme areas.

As change agents, the youth leaders work to build UNESCO's profile and identify where they can drive, support and collaborate with organisations, networks and initiatives that align with UNESCO's mandate.

NATIONAL COMMISSION

Composed of the Chair and five specialist members appointed by the Minister for three year terms, eligible for reappointment for a maximum of two consecutive terms. Meets four times per year.

The Special Advisor Youth, appointed directly by the Chair, participates in the meetings without voting rights.

SECRETARY-GENERAL

(full-time)

A senior public servant appointed by the Ministry of Education in consultation with the National Commission. The term of office is not fixed.

SECRETARIAT

Professionals: 1 full time

Communications Advisor: 1 part time

Support Staff: 1 part time

The National Commission may contract extra staff to support the work as needed.

CO-OPERATING AGENCIES

New Zealand organisations and institutions with an interest in UNESCO shall be entitled to apply for Co-operating Agency status with the National Commission.

ASSOCIATE MEMBERS

12 government agencies with an interest in the work of UNESCO who provide advice and input into the National Commission's work.

AD-HOC COMMITTEES OR GROUPS

Groups are established as required to support the work, for example Geoparks Expert Advisory Group and the National Committee for the Decade of Ocean Science for Sustainable Development

NIUE National Commission for UNESCO

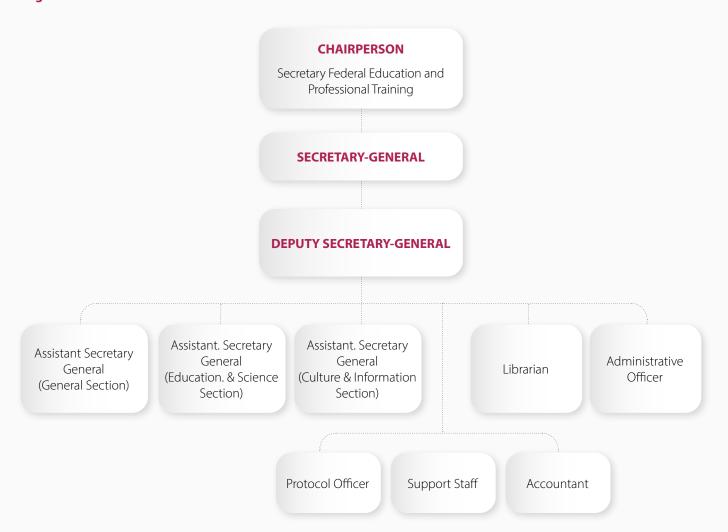


PAKISTAN National Commission for UNESCO

Date of creation: 1 July 1985

Status: The Pakistan National Commission for UNESCO (PNCU) was established as an autonomous body and then became a Subordinate Office of the Ministry of Education (now Ministry of Federal Education & Professional Training) on 29 December 2004.

Budget: Pak. Rs 27.609 Million (CFY 2022-23), which is around 123,000 USD.



PALAU National Commission for UNESCO

Organizational chart:

SECRETARY-GENERAL

(ex-officio)

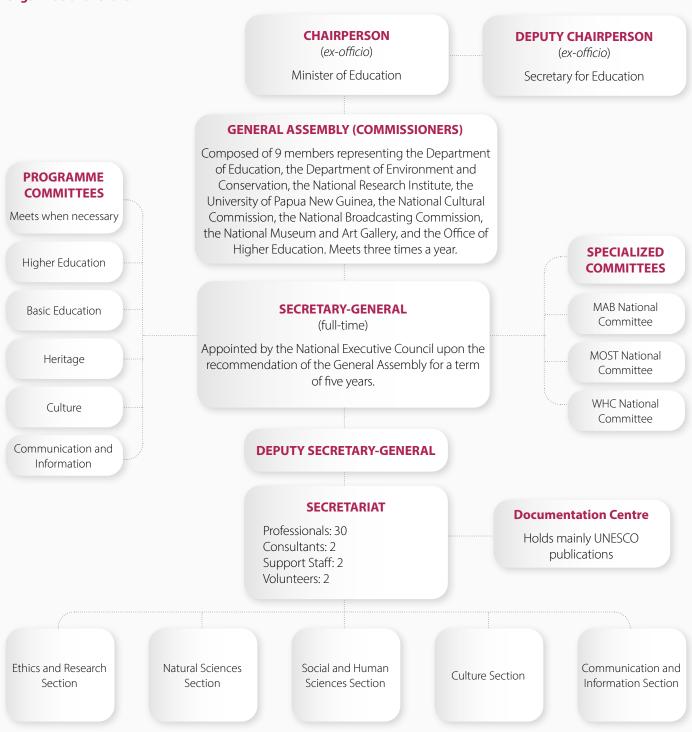
Chief of School Management

PAPUA NEW GUINEA National Commission for UNESCO

Date of creation: 1981

Status: Autonomous. The Commission was recently restructured to become an autonomous office affiliated with the Department of Education. Inter-department cooperation is ensured through the participation of relevant departments in the General Assembly. The Commission has regular relations with key government departments. The Commission is located in the Department of Education.

Budget: The budget of the Commission, provided by the Government, covers staff salaries, operating costs, travels and implementation of activities. The National Commission raises extra-budgetary funds from government departments as well as through its fund-raising activities.



UNESCO National Commission of the PHILIPPINES

Date of creation: Through a law, Republic Act or R.A. 621 dated 25 May 1951 as amended by R.A. 892 and R.A. 3849

Status: Governmental, attached to the Department of Foreign Affairs. Inter-department cooperation is ensured through the participation of representatives of relevant institutions from public and private sectors. The Commission works closely with the Permanent Delegation to UNESCO.

Budget: Supported by the Philippine Government as provided in the General Appropriations Act to cover staff salaries, travels, publications, operating costs and the implementation and monitoring of programmes, projects and activities.

Organizational chart:

CHAIRPERSON

(ex-officio)

Secretary (Minister) of Foreign Affairs appointed by the President of Philippines

VICE CHAIRPERSON

Elected by the General Assembly from among its members

EXECUTIVE COMMITTEE

Elected by the General Assembly from among its members

GENERAL ASSEMBLY

Composed of 45 members appointed by the President of the Philippines. Two are *ex-officio* members representing the two chambers of Parliament (one from the Senate and one from House of representatives) charing the Education Committees

Note: Executive and Programme Comittees meet quarterly

General Assembly meets twice a year

Programme Committee on **EDUCATION**

Sub-Committee: Lifelong and ESD

Programme Committee on **SCIENCE & TECHNOLOGY**

Sub-Committee: Marine Sciences

Programme Committee on **SOCIAL & HUMAN SCIENCES**

Sub-Committee: Management of Social Transformation

Programme Committee on **CULTURE**

Sub-Committee: Heritage, Creative Cities

Programme Committee on

COMMUNICATION & INFORMATION

Sub-Committee: Memory of the World Programme, Information for All

SECRETARIAT

Regular Office with Head who is Appointed by the President of the Philippines and 14 Permanent/Plantilla items

Operates as an Attached Agency of the Department (Ministry) of Foreign Affairs

SECRETARY-GENERAL (EXECUTIVE DIRECTOR)

Appointed by the President of the Philippines (Co-terminus/Term/items is not permanent.)

DEPUTY EXECUTIVE DIRECTOR

Permanent Plantilla item

PLANNING

Information Technology, Knowledge Management and Publications

PROGRAMME

(5 UNESCO Sectors)

One Programme Officer per Sector

Consultants/Assistants/ Volunteers

ADMINISTRATIVE

Administrative Officer/ Human resource Officer Administrative Assistant Property/Supply Officer Records Officer Administrative Aides

BUDGET & FINANCE

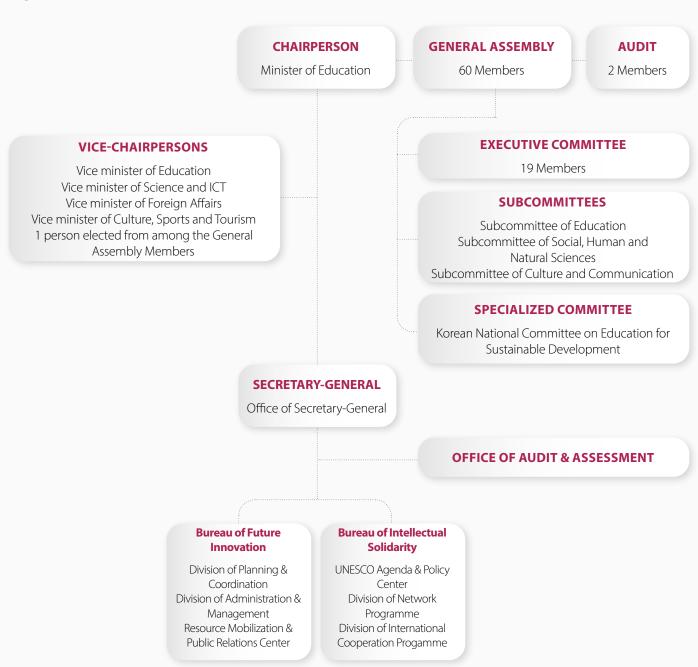
Budget Officer Accountant Internal Audit Bookkeeper"

KOREAN National Commission for UNESCO

Date of creation: On 30 January 1954, in accordance with the Presidential Decree issued in January 1953 on the establishment of the Korean National Commission for UNESCO. The Law Concerning Activities of UNESCO was adopted in 1963 and fully revised in 2007.

Status: Semi-governmental, under the supervision of the Ministry of Education. Inter-ministerial cooperation is ensured through the participation of representatives of the relevant Ministries in the Executive Committee and the General Assembly.

Budget: The budget of the National Commission, primarily derived from revenues from rental properties owned by the Commission, covers staff salaries, travels costs, partial implementation of its activities and the maintenance of buildings. Central and local governments provide subsidies for selected projects and programmes of the Commission. Extra-budgetary funds are also raised through the contribution of the general public and partners, including related agencies and the private sector. The Commission has its own bank account, enabling it to make transactions in national and foreign currencies.



SALOMON ISLANDS National Commission for UNESCO

Organizational chart:

CHAIRPERSON

(ex-officio)

Minister of Education and Human Resources Development

SECRETARY-GENERAL

(ex-officio)

Secretary of Ministry of Education and Human Resources Development

2 officers from the Ministry serving as UNESCO officers

SAMOA National Commission for UNESCO

Organizational chart:

CHAIRPERSON

(ex-officio)

Minister for Education Sport and Culture

SECRETARY-GENERAL

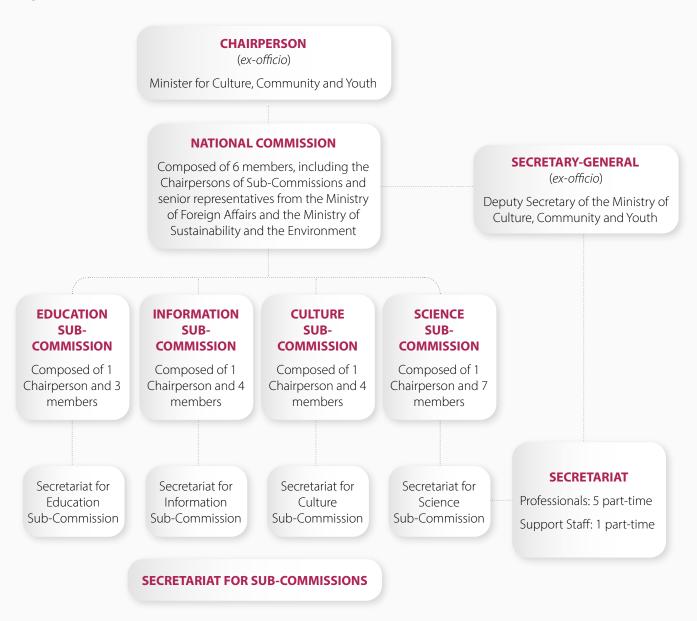
Chief Executive Officer of Education, Sport and Culture

SINGAPORE National Commission for UNESCO

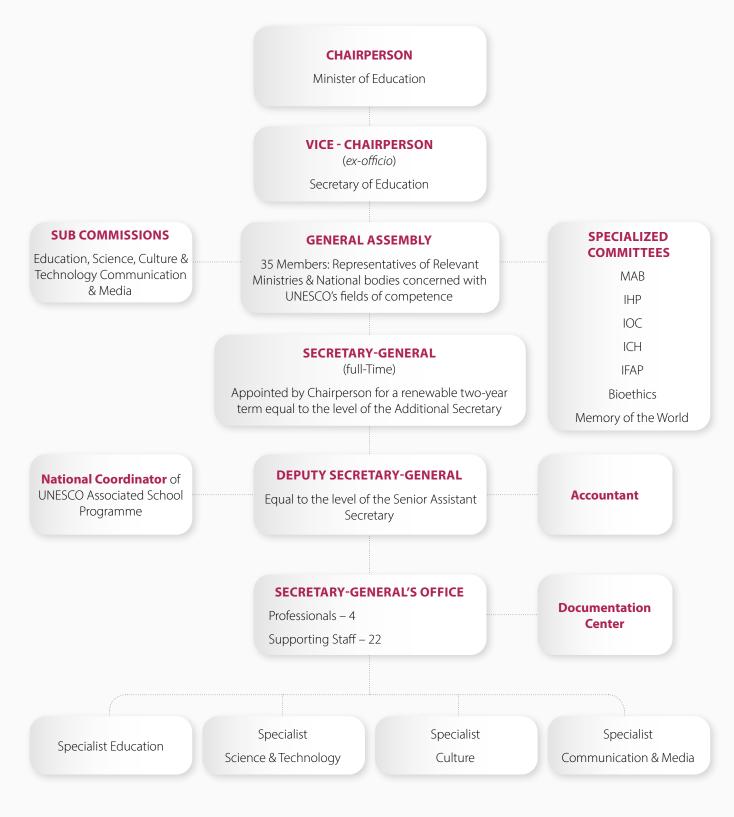
Date of creation: 28 May 2007

Status: Government Commission, attached to the Ministry of Culture, Community and Youth, and supported by various ministries, public agencies and institutions through the participation of their representatives in the National Commission. The National Commission has direct interface with the Permanent Delegation to UNESCO.

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



SRI LANKA National Commission for UNESCO



TAJIKISTAN National Commission for UNESCO

Date of creation: 6 April 1993

Status: Governmental



THAI National Commission for UNESCO

Date of creation: 1950

Status: Governmental, attached to the Ministry of Education. The Secretariat of the Commission is under responsible of Bureau of International Cooperation, the Office of Permanent Secretary, Ministry of Education

Budget: Provided by the Government mainly integrated as part of the Ministry of Education's budget. The budget covers the salaries of the staff and operating costs.

Organizational chart:

CHAIRPERSON

Minister of Education

DEPUTY CHAIRPERSON

Permanent Secretary for Education

GENERAL ASSEMBLY

Composed of members representing various government departments, Ministries, and national/academic institutions specialized in the fields of UNESCO competence

SECRETARY-GENERAL

Deputy Permanent Secretary for Education

DEPUTY SECRETARY-GENERAL

Director of Bureau of International Cooperation

ASSISTANT SECRETARY-GENERAL

Director of Multilateral Cooperation Unit Bureau of International Cooperation

SECRETARY-GENERAL'S OFFICE

Professionals: 8

Supporting Staff: 3

SPECIALIZED COMMITTEES

Memory of the World National Committee chaired by Director-General Fine Arts Department

Man and Biosphere National Committee chaired by Permanent Secretary Ministry of Natural Resources and Environment

PROGRAMME COMMITTEES

Education Committee chaired by Permanent Secretary for Education

Science Committee chaired by Permanent Secretary Ministry of Higher Education, Science, Research and Innovation

Cultural Committee chaired by Permanent Secretary Ministry of Culture

Social Science Committee chaired by Secretary-General

Communication and Information Committee chaired by Director-General The Government Public Relations Department

National Commission of THE PEOPLE'S REPUBLIC OF CHINA

for UNESCO

Date of creation: February 1979

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

Budget: The budget of the Commission is provided by the Ministry of Education to cover operating costs and the implementations of some activities and publications. The Commission has its own bank account enabling it to make financial transactions.

Organizational chart:

CHAIRPERSON

(ex-officio)

Vice-Minister of Education

STANDING COMMITTEE

Composed of the Chairperson, the seven Vice-Chairpersons, as well the Secretary-General and the Deputy Secretary-General.

Meets once or twice a year.

GENERAL ASSEMBLY (COMMISSIONERS)

Composed of 35 members representing UNESCO's fields of competence, including the Central Government Ministries and Agencies, major professional associations, academic institutions, media representatives, etc. Meets once a year.

SECRETARY-GENERAL

(full-time)

Appointed by the Ministry of Education at the level of Director-General. The term of office is not fixed.

DEPUTY SECRETARY-GENERAL

(full-time)

Appointed by the Ministry of Education at the level of Deputy Director-General

VICE-CHAIRPERSONS (7)

Representatives of the Ministry of Foreign Affairs, the Ministry of Science and Technology, the Ministry of Natural Resources, the Ministry of Housing and Urban-Rural Development, the Ministry of Culture and Tourism, the Chinese Academy of Sciences and the Chinese Academy of Social Sciences

SPECIALIZED COMMITTEES

- Education 2030
- Education for Sustainable Development
- · Man and the Biosphere
- International Geoscience Programme
- International Hydrological Programme
- Intergovernmental Oceanographic Commission
- Management of Social Transformations
- Memory of the World
- World Heritage
- Copyright
- Return of Cultural Properties
- Information for All
- UNESCO Chairs
- UNESCO Clubs and Associations
- ASPnet Schools
- UNESCO UNEVOC Centre
- UNESCO Category II Centre

SECRETARIAT

Professionals: 12

Documentation Centre

Holds all UNESCO publications acquired over the last forty years

Division of General Policy and Planning

Division of Education

Division of Science and Culture

TOKELAU National Commission for UNESCO



TONGA National Commission for UNESCO

Organizational chart:

CHAIRPERSON

(ex-officio)

Minister of Education and Training

SECRETARY-GENERAL

(ex-officio)

Deputy Chief Executive Officer of Education and Training

TURKMEN National Commission for UNESCO

Date of creation: 4 February 1997

Status: Governmental

Budget: State budget

Organizational Chart:

CHAIRPERSON

Deputy Chairperson of Cabinet of Ministers, Minister of Foreign Affairs of Turkmenistan

EXECUTIVE COMMITTEE

- Minister of Education of Turkmenistan
- · Minister of Culture of Turkmenistan
- Minister of Sport and Youth policy of Turkmenistan
- Minister of Textile of Turkmenistan
- Minister of Agriculture and Environmental protection of Turkmenistan
- Minister of Finance and Economy of Turkmenistan
- Chairperson of the State Committee of Turkmenistan for Television, Radio Broadcasting and Cinematography
- Chairperson of the State Committee of Water Management of Turkmenistan
- Chairperson of the State Committee on Statistics
- Chairperson of the State News Agency
- President of Academy of Sciences of Turkmenistan
- Director of the Institute of Caspian Sea
- Chairperson of the Central Council Professional Unions of Turkmenistan
- Chairperson of the Central council of Women's Union of Turkmenistan
- Chairperson of the Central Council of Magtymguly Youth organization
- Chairperson of the Peace Fund of Turkmenistan

SECRETARY-GENERAL

Executive Secretary of National Commission of Turkmenistan for UNESCO

SECRETARIAT

Staff: Chief

DEPUTY CHAIRPERSON

Deputy Chairperson of Cabinet of Ministers for Science, Education, Health and Sports.

Deputy Chairperson of Cabinet of Ministers for Culture

PROGRAMME COMMITTEES

Man and the Biosphere

(under the Ministry of Agriculture and Environmental Protection of Turkmenistan)

TUVALU National Commission for UNESCO



National Commission of the REPUBLIC OF UZBEKISTAN for UNESCO

Date of creation: 29 December 1994, by the Resolution of the Cabinet of Ministers.

Status: Governmental, attached directly to the Cabinet of Ministers (Prime Minister's Office). This arrangement allows the Commission to promote effectively inter-ministerial co-operation while enjoying equal support from the relevant Ministries and government departments as well as to co-ordinate its activities with various local and international NGOs. The Commission maintains relations with the Permanent Delegations through the Ministry of Foreign Affairs.

Budget: The budget of the Commission, provided by the State, covers staff salaries and running costs (e.g. rentals, communications, equipment, etc.). In addition, the Commission frequently raises funds from other UN agencies and national NGOs for activities within the fields of UNESCO's competence. The National Commission has its own bank account enabling it to make transactions in national and foreign currencies.

Organizational chart:

CHAIRPERSON

Deputy Prime Minister

SECRETARIAT

Professionals: 13

Volunteers: 5-10

SECRETARY-GENERAL (full-time)

Appointed through the Resolution of the Cabinet of Ministers.

His/her position corresponds to the level of First Deputy Minister. The term of office is not fixed.

DEPUTY SECRETARY-GENERAL

(full-time)

Appointed through the Resolution of the Cabinet of Ministers.

His/her position corresponds to the level of Deputy Minister. The term of office is not fixed.

Education and Science Department

Culture Department

Communication and Information Department Coordinator of International Advisory Committee

GENERAL ASSEMBLY (COMMISSIONERS)

- Composed of 15 members
- Chairperson Deputy Prime Minister
- Deputy Chairperson Minister of Foreign Affairs;
- Deputy Chairperson Minister of Higher and Secondary Specialized Education;
- Deputy Chairperson Minister of Innovative Development;
- Deputy Chairperson Minister of Culture.
- Minister of Public Education;
- First Deputy Minister of Tourism and Cultural Heritage;
- · First Deputy Minister of Finance;
- President of the Academy of Sciences;
- · Chairperson of the Academy of Arts;
- Chairperson of the Agency for Information and Mass Communications;
- · Chairperson of Uzbekistan National Information Agency;
- Chairperson of National TV Agency;
- Director of Cinematography Agency;
- Secretary-General.

Meets once a year.

Specialized Committees in Education

- EFA National Committee
- UNLD National Committee
- ESD National Coordination Committee
- ASP Network
- UNEVOC Centre
- UNESCO Chairs Network

Specialized Committees in Natural, Social and Human Sciences

- MAB National Committee
- IHP National
 Committee
- Bioethics National Committee
- MOST National Liaison Committee

Specialized Committees in Communication and Information

- IFAP National Committee
- Memory of the World National Committee

Specialized Committees in Culture

- ICOM National Committee
- Agency on Cultural Heritage
- International Advisory Committee

Lawyer and Personnel officer

Accounting

VANUATU National Commission for UNESCO

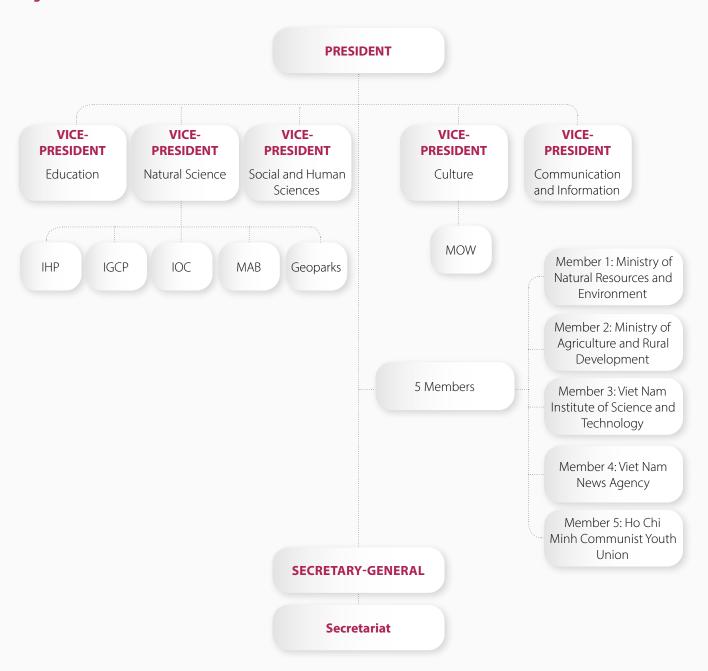


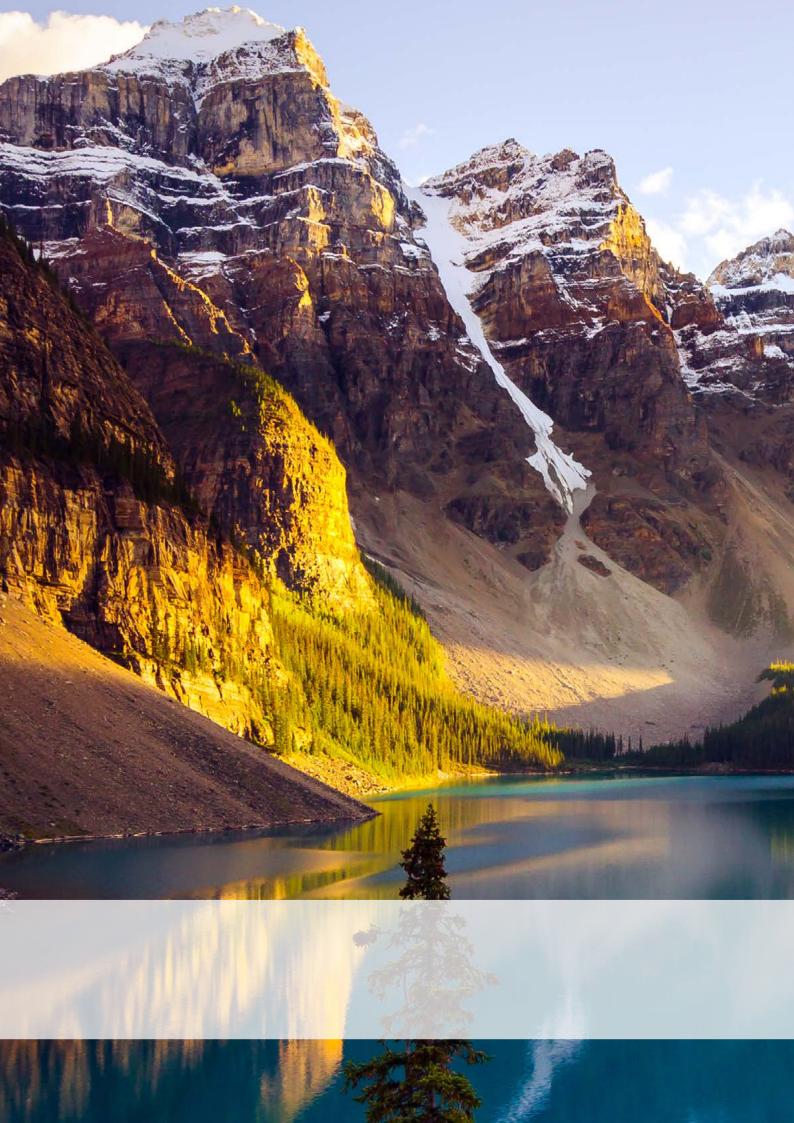
VIET NAM National Commission for UNESCO

Date of creation: 15 June 1977

Status: Governmental.

Budget: The Commission's budget is guaranteed by the governmental budget and is allocated in the annual budget of the Ministry of Foreign Affairs. The operating budget of the committees and sub-committees is allocated in the annual budget of relevant ministries.







EUROPE AND NORTH AMERICA

ÅLAND ISLANDS National Commission for UNESCO

Established: 2 September 2022

Status: Semi-autonomous Committee nominated by the Government of Åland (autonomous region of Finland) as an advisory, expert and cooperating body subordinate to the Government's Department for Education and Culture. The members of the National Commission consist of high-level experts with their respective supporting networks or institutions in all fields of competence of UNESCO. The constituent meeting of the National Commission was in October 2022. The National Commission was tasked to draft a UNESCO Strategy for the Åland Islands. Internal work plan is in progress and connections are so far established in particular with the Nordic National Commissions, including the Faroe Islands National Commission as its closest reference.

Budget: The core budget for operating costs will be linked to the Government's Department for Education and Culture

Organizational chart:

CHAIRPERSON

Appointed in personal capacity until 31 December 2023 by the Government of Åland for a four-year term mission.

The post of the first ever Åland National Commission is held by a Member of the Parliament.

DEPUTY CHAIRPERSON

Elected from amongst the member of the General Assembly.

EXECUTIVE COMMITTEE

The Secretariat function of the Commission has an executive role, housed in the Department for Education and Culture.

GENERAL ASSEMBLY (COMMISSIONERS)

Composed of 7 members, representing governmental, academic and cultural and media institutions, the Baltic Sea Foundation and the Åland Peace Institute.

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

Meets twice to four times a year.

SECRETARY-GENERAL

Director of Section, Department for Education and Culture. The term of office of the current Secretary-General of the Åland National Commission expires on 31 December 2023. In future the term of office if to be fixed for four years.

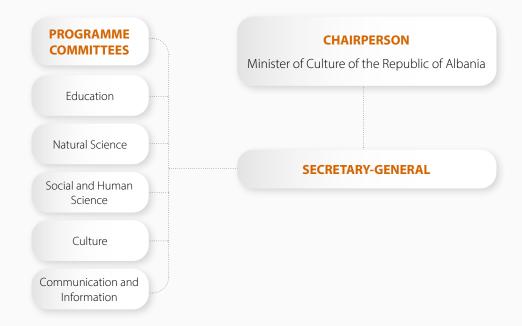
ALBANIAN National Commission for UNESCO

Date of creation: 28 January 2000

Status: Official Institution.

Budget: No special budget.

Organizational chart: Decision of the Council of Ministers of the Republic of Albania.



ANDORRAN National Commission for UNESCO

Date of creation: 28 February 1996

Status: Governmental

Budget: 101,238 EUR

Organizational chart:

PROGRAMME

COMMITTEES

Education

Natural Science

Social and Human

Science

Culture

Communication and Information

Documentation Centre



ARMENIAN National Commission for UNESCO

Date of creation: 10 October 1992

Status: Governmental, attached to the Ministry of Foreign Affairs. Inter-ministerial cooperation is ensured through the participation of the relevant Ministries in the General Assembly. The National Commission maintains close relations with line ministries and directly interfaces with the Permanent Delegation to UNESCO.

Budget: The budget of the National Commission is provided by the Government to cover staff salaries and some travel. The Commission does not raise extra-budgetary funds.

Organizational chart:

CHAIRPERSON

(ex-officio)

Minister of Foreign Affairs

GENERAL ASSEMBLY (COMMISSIONERS)

Composed of 12 members representing relevant ministries (Foreign Affairs; Education, Science, Culture and Sports; Economy; Environment and Justice), Administrations of the President and the Prime Minister, Mother See of Holy Etchmiadzin, National Academy of Science, Mesrop Mashtots Ancient Manuscripts Research Institute (Matenadaran), Yerevan Municipality, Secretariat of the National Commission for UNESCO.

Meets once a year.

SECRETARY-GENERAL

(ex-officio)

Head of the Multilateral Policy and Development Cooperation Department of the Ministry of Foreign Affairs (the term is not fixed).

SECRETARIAT

Professionals: 3

SPECIALIZED COMMITTEES

SPECIALIZED COMMITTEES IN CULTURE

- Specialized
 Committee on
 Intangible Cultural
 Heritage attached
 to the Ministry
 of Education,
 Science, Culture
 and Sports
- ICOM Armenia
- ICOMOS Armenia

Specialized Committees in Natural, Social and Human Sciences

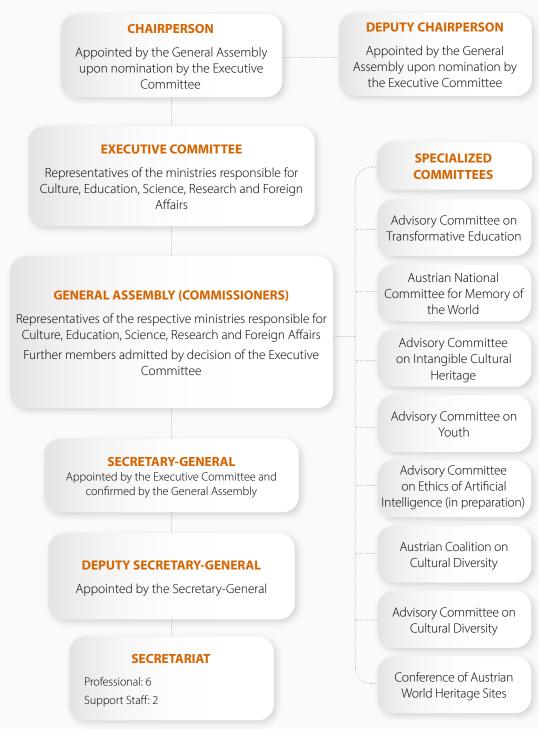
- MAB National Committee
- IHP National Committee

AUSTRIAN Commission for UNESCO

Date of creation: 30 June 1949

Status: Currently Autonomous. From its establishment until 2001, the Commission functioned as a semi-autonomous governmental body affiliated with the "Federal Ministry for Education, Arts and Culture". In October 2001, it became an independent registered society. Inter-ministerial co-operation is ensured through the participation of representatives of the respective ministries in the Executive Committee. The Commission has direct interface with the Permanent Delegation to UNESCO.

Budget: The budget of the National Commission is provided by the Austrian government (mainly, by the respective ministries responsible for Culture, Education, Science, Research and Foreign Affairs). It covers staff salaries, running and operating costs (projects, communication, equipment, missions, activities etc). In addition, the Commission receives financial support from other ministries and federal states' governments for the implementation of specific operational projects.



National Commission of the REPUBLIC OF AZERBAIJAN

for UNESCO

Date of creation: 21 February 1994

Status: The National Commission is positioned under the President of the Republic of Azerbaijan.

Budget: The National Commission of the Republic of Azerbaijan does not have a fixed budget as it changes every year according to the action plan.

Organizational chart:

CHAIRPERSON

Minister of Foreign Affairs of the Republic of Azerbaijan

GENERAL ASSEMBLY (COMMISSIONERS)

Members of the Commission:

- Head of the Department of Foreign Policy Issues of the Administration of the President of the Republic of Azerbaijan
- Head of the Department of Youth Policy and Sport Issues of the Administration of the President of the Republic of Azerbaijan
- Head of the Department of Humanitarian Policy Issues of the Administration of the President of the Republic of Azerbaijan
- Head of Department of Interethnic Relations, Multiculturalism and Religious Issues of the Administration of the President of the Republic of Azerbaijan
- Commissioner for Human Rights (Ombudsman) of the Republic of Azerbaijan
- Deputy Minister of Ecology and Natural Resources of the Republic of Azerbaijan
- Deputy Ministry of Youth and Sport of the Republic of Azerbaijan
- Chairperson of the State Committee for Family, Women and Children Affairs of the Republic of Azerbaijan
- Chairperson of the Board of Azerbaijan State News Agency (AZERTAC)
- Rector of the Academy of Public Administration under the President of the Republic of Azerbaijan
- Chairperson of the Board of "Icherisheher" Administration of State Historical-Architectural Reserve
- Chairperson of Azerbaijan Book Society

DEPUTY CHAIRPERSON

- President of Azerbaijan National Academy of Sciences
- Deputy Minister of Culture of the Republic of Azerbaijan
- Deputy Minister of Digital Development and Transport of the Republic of Azerbaijan
- Deputy Minister of Education of the Republic of Azerbaijan

PROGRAMME COMMITTEES

ICOM- the International Council of Museums

IHP – the International Hydrological Programme

MAB – the Man and the Biosphere Programme

Memory of the World Register Programme

IFAP – the Information for All Programme

IBC – the International Bioethics Committee

SECRETARY-GENERAL

Ambassador-at-large

SECRETARIAT

Professional: 5 Support Staff: 0

National Commission of the REPUBLIC OF BELARUS for UNESCO

Date of creation: 1956

Status: Governmental, attached to the Ministry of Foreign Affairs. Inter-ministerial co-operation is ensured through the participation of representatives of the relevant Ministries in General Assembly. The Commission has formal and regular relations with line Ministries and has direct interface with the Permanent Delegation to UNESCO. The Secretariat of the Commission is located within the Ministry of Foreign Affairs.

Budget: The budget of the National Commission is part of the Ministry of Foreign Affairs budget, which covers staff salaries, operating costs, travels and implementation of activities and programmes. The Commission does not raise extrabudgetary funds. It has its own bank account enabling it to make transactions in national and foreign currencies.

Organizational chart:

CHAIRPERSON

Appointed by the Council of Ministers Currently the post is held by the Minister of Foreign Affairs.

The term of office is not fixed.

DEPUTY CHAIRPERSONS

Appointed by the Chairperson.

PROGRAMME COMMITTEES

Education

Natural Science

Social Science

Culture

Communication and Information

Youth and UNESCO Clubs

EXECUTIVE COMMITTEE

Chairperson, Secretary-General, Deputy Secretary-General, Deputy Chairpersons: Minister of Education, Minister of Information, Deputy Minister of Culture, Vice-Chairperson of the Presidium of the National Academy of Sciences, President of the Belarusian Association of UNESCO Clubs.

GENERAL ASSEMBLY (COMMISSIONERS)

Composed of 33 members, representing relevant Ministries (Foreign Affairs, Education, Information, Sports and Tourism, Natural Resources and Environmental Protection), National Statistics Committee, National Library, universities, museums, NGOs and individuals.

Meets at least twice a year.

SECRETARY-GENERAL

Appointed by the Council of Ministers.

The term of office is not fixed.

Documentation Centre

Located at the National Library of Belarus

Secretariat

Professionals: 3

SPECIALIZED COMMITTEES

National Committee on Bioethics

Specialized Committee on Man and the Biosphere (MAB)

National Committee for the Intergovernmental Information for All Programme (IFAP)

FLEMISH Commission for UNESCO

Date of creation: 14 February 2003

Status: Semi-governmental commission. The Flemish Commission for UNESCO was founded by a decision of the Government of Flanders in 2003. The administration in charge of international relations is responsible for ensuring the Secretariat of the Commission, which has no separate legal personality. Collaboration and concertation with the other relevant and competent administrations on UNESCO matters, such as Education, Science, Culture, Heritage and Media, are ensured by appointing five civil servants representing these administrations as Commissioners.

Budget: The Flanders Chancellery and Foreign Office covers the staff salaries, running costs and in kind support. In addition, the Flanders Chancellery and Foreign Office provides a specific, limited budget for activities and travel costs. The Commission does not raise extra-budgetary funds.

Organizational chart:

PRESIDENT

Appointed by the Government of Flanders for a mandate of 6 years

VICE-PRESIDENT

Appointed by the commission from among its members

EXECUTIVE BOARD

Consists of the President, Vice-President and Secretary-General

Memory of the World Belgian Committee

Consists of external experts indirect collaboration

IHP Belgian Committee

Consists of external experts indirect collaboration

GENERAL ASSEMBLY (Commissioners)

Consists of 12 regular Commissioners (5 civil servants and 7 external experts, including the President and Vice-president), appointed by the Government of Flanders for a mandate of 6 years 3 formal advisory Commissioners (including the Secretary-General), and a number of additional advisory commissioners (such as youth representatives)

SECRETARY-GENERAL

Civil servant appointed by the Flanders Chancellery and Foreign Office

Secretariat

Civil servants appointed by the Flanders Chancellery and Foreign Office. Staff: 2

ASPnet Coordination Group

Consists of representative of Unesco-schools and commissioners directly linked to the Commission

Geoparks & Biosphere Reserves Working Group

Consists of commissioners and external experts directly linked to the Commission

Ad Hoc Working Groups

Consists (mostly) of commissioners directly linked to the Commission

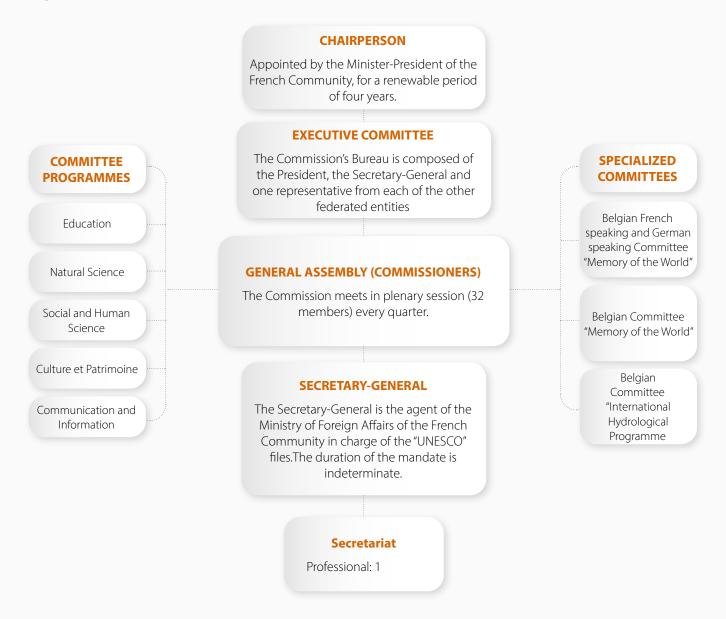
BELGIAN French speaking and German speaking Commission

for UNESCO

Date of creation: 16 May 2007, through a Cooperation Agreement between the Walloon Region, the French and German-speaking Communities and the French Community Commission of the Brussels-Capital Region, federated entities exclusively responsible for culture, education and communication.

Status: The Belgian French and German speaking Commission for UNESCO brings together, since its creation, the authorities of the Walloon Region, those of the French and German-speaking Communities and the French Community Commission of the Brussels-Capital Region, and representatives of civil society.

Budget: The funds to cover the operating costs of the Commission and the organization of its activities are included in the general state budget. The Commission has no other sources of funding.



National Commission of BOSNIA AND HERZEGOVINA for UNESCO

Date of creation: 20 August 2009

Status: Governmental, attached to the Ministry of Civil Affairs of Bosnia and Herzegovina (BiH). The Commission is established as an advisory body to the Council of Ministers of BiH. The Ministry of Civil Affairs provides administrative and technical support to the work of the Commission. Inter-ministerial co-operation is ensured through the inclusion of representatives of the relevant Ministries and governmental institutions as the members of the Commission. The Commission maintains the relations with the Permanent Delegation in Paris through the Ministry of Foreign Affairs of Bosnia and Herzegovina.

Budget: The budget of the National Commission is provided as a separate item within the budget of the Ministry of Civil Affairs and covers remuneration for Commissioners, travel expenses, and implementation of activities. Staff salaries are covered from the regular budget of the Ministry of Civil Affairs.

Organizational chart:

PRESIDENT

Minister of Civil Affairs is appointed in the capacity of the President of the National Commission for UNESCO by the Council of Ministers of BiH for a period of four years.

GENERAL ASSEMBLY (COMMISSIONERS)

Composed of 19 members (including President and Secretary-General) representing the relevant Ministries (Culture, Education, Science, Foreign Affairs, Communication and Information), institutes and cultural institutions, academia, and civil society. Meets at least four times a year.

The Commissioners are appointed by the Council of Ministers of BiH for a period of four years.

AD-HOC WORKING GROUPS

The Commission appoints its members to working groups on ad hoc basis.

SECRETARY-GENERAL

(full-time)

High-ranking civil servant from the Ministry of Civil Affairs of Bosnia and Herzegovina, appointed by the Council of Minister of BiH for a period of five years.

Secretariat

Professionals: 1 (Secretary-General) Support Staff: 1

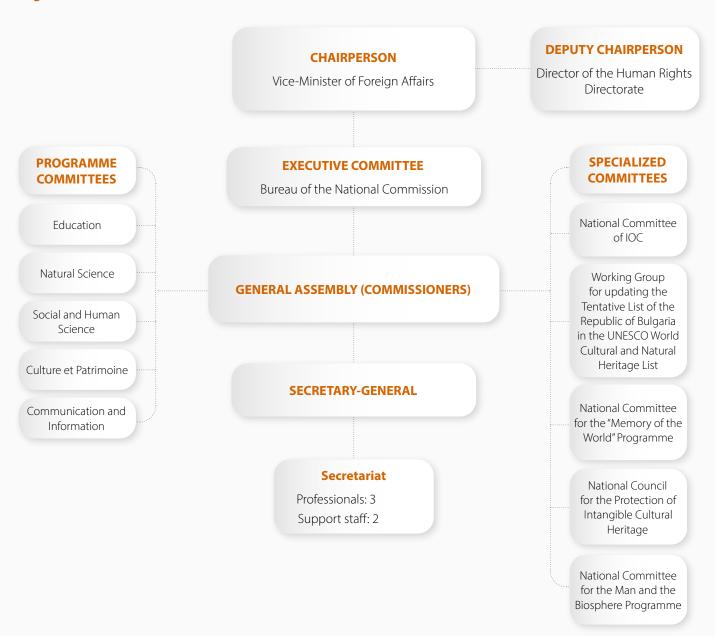
National Commission of the REPUBLIC OF BULGARIA

for UNESCO

Date of creation: 17 May 1956

Status: Governmental

Budget: 100,000 USD



VICE-CHAIRPERSON

Appointed by the Board of

the Canada Council for the

Arts, in consultation with

the Committee

CANADIAN Commission for UNESCO

Date of creation: 14 June 1957

Status: Semi-governmental. Autonomous and non-political, under the aegis of the Canada Council for the Arts. The Commission benefits from the Council's close relationship with the government and provides a forum for government officials and civil society organizations to discuss issues of common concern. Consultations range from UNESCO issues to broader topics. The Commission is known and respected within the national administration. It maintains direct relations with the Permanent Delegation to UNESCO.

Budget: The budget is funded by funds allocated to the Canada Council as part of the appropriation voted for it each year in Parliament. The Canadian Commission manages its own budget, which covers staff salaries, travel, administrative costs, implementation of activities, partnerships, etc.

Organizational chart:

SECRETARY-GENERAL

Designated after a selection process among several candidates following a nationwide notice.

CHAIRPERSON

Appointed by the Board of the Canada Council for the Arts, in consultation with the **Executive Committee**

EXECUTIVE COMMITTEE

Composed of 15 members: the Chair, the Vice-Chair, the Secretary-General; the Chairs of the three Sectoral Commissions; representatives of World Affairs Canada, Canadian Heritage, the Canada Council for the Arts, the Council of Ministers of Education, Canada, and the Minister of International Relations and La Francophonie of Québec; and three members elected by the Annual General Meeting for a two-year term, renewable once. Meets at least twice a year.

Sectorial Commissions

- Education
- Natural and Social and Human Sciences
- Culture Communication and information

GENERAL ASSEMBLY (COMMISSIONERS)

Composed of some 120 members from across Canada: UNESCO networks and designations, representatives of government and non-governmental organizations, and experts in UNESCO's fields of competence. Meets once a year.

1 director

6 programme managers

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

Led by the Secretary-General

1 public affairs manager

1 public affairs coordinator

1 administrative coordinator and assistant

1 assistant for financial and administrative matters

2 assistants who support the programme managers

SECRETARIAT

CROATIAN Commission for UNESCO

Date of creation: 1992

Status: Semi-autonomous, under the direct supervision of the Ministry of Culture and Media. Inter-ministerial cooperation is ensured through the attendance of the General Assembly's meetings by representatives of the relevant Ministries and governmental institutions. The Commission has direct relations with the Permanent Delegation in Paris.

Budget: The budget of The National Commission is provided mainly by the Ministry of Culture and Media and covers staff salaries, operating costs and implementation of activities. In addition, the Commission occasionally raises funds from the private sector. The Commission has its own bank account enabling it to make financial transactions.



CYPRUS National Commission for UNESCO

Date of creation: First established in 1962, the Commission operates, as of 2017, according to the new statute approved by the Council of Ministers on 25 November 2016.

Status: Autonomous (Foundation), supervised by the Ministry of Education, Culture, Sports and Youth. The Foundation established in 2017 with the name "Cyprus National Commission for UNESCO" cooperates with the relevant to UNESCO's mandate Ministries through their participation as members of the Commission. The Commission has close official relation with the Permanent Delegation of Cyprus to UNESCO.

Budget: The budget 150,000 EUR of the National Commission is provided by the Ministry of Education, Culture, Sports and Youth. It covers operating costs, travels and implementation of activities. The Commission raises extra-budgetary funds from other sources or implements co-funded activities with other stakeholders (governmental, non-governmental or private).

Organizational chart:

CHAIRPERSON

Appointed by the Council of Ministers for a 5-year term (renewable once).

GOVERNING BOARD

Composed of the President + eleven members, as follows:

- (a) 9 representatives / ex-officio members of the:
 - (i) Ministry of Education, Culture, Sports & Youth: 3 representatives: 1 on issues relating to Education, 1 on issues relating to European and International Affairs and the Director of the Cultural Services in office at the time
 - (ii) Ministry of Foreign Affairs
 - (iii) Department of Antiquities
 - (iv) Press and Information Office
 - (v) Ministry of Agriculture, Rural Development and Environment
 - (vi) Ministry of Energy, Commerce, Industry and Tourism
 - (vii) University of Cyprus
- **(b)** 2 distinguished members appointed by the Council of Ministers: personalities of high standing from the intellectual, artistic, academic or scientific field or from private organizations related to UNESCO and who possess specialised knowledge and relevant experience.

SECRETARY-GENERAL

Appointed by the Council of Ministers among the 9 representatives / ex-officio members above for a five-year term (renewable once).

Officers (2)

CZECH National Commission for UNESCO

Date of creation: 1 June 1994

Status: Semi-Governmental Commission: semi-autonomous body, affiliated with the Ministry of Foreign Affairs. The National Commission enjoys autonomy in managing its programme matters and expressing its views; for its administrative and financial support depends on the Ministry.

Budget: The National Commission is a non-budgetary organisation. The operating costs, including the staff of the Secretariat, are covered by the Ministry of Foreign Affairs.

Organizational chart:

CHAIRPERSON

The Chairperson and the two Vice-Chairpersons are appointed from among the members of the Commission by the Minister of Foreign Affairs upon the proposal of the Commission. The term of office of the Chairperson and Vice-Chairpersons of the Commission is the same as the term of office of their membership of the Commission, a four-year term.

VICE-CHAIRPERSONS

Two

EXECUTIVE COMMITTEE

Composed of the Chairperson, two Vice-Chairpersons, members of the Czech Commission for UNESCO, the Chairpersons of the specialized sub-committees and the Secretary-General of the Commission.

AD HOC WORKING GROUPS

The Commission appoints working groups on ad hoc basis, currently there is a working group for the Memory of the World programme.

GENERAL ASSEMBLY (COMMISSIONERS)

40 members, representing

- **(a)** ministries actively involved in the implementation of UNESCO programmes;
- **(b)** other institutions involved in the implementation of UNESCO programmes;
- (c) experts active in the fields of UNESCO activities,
- **(d)** the Secretary-General of the Commission, by virtue of his/her office.

The members are appointed and dismissed by the Minister for Foreign Affairs taking into account the need of a balanced representation of institutions corresponding to UNESCO's main programme areas. The term of office of the members of the Commission is four years.

SPECIALIZED COMMITTEES

Culture and Communication sub-committee

Education, Science and Informatics sub-committee

Environment sub-committee

SECRETARY-GENERAL

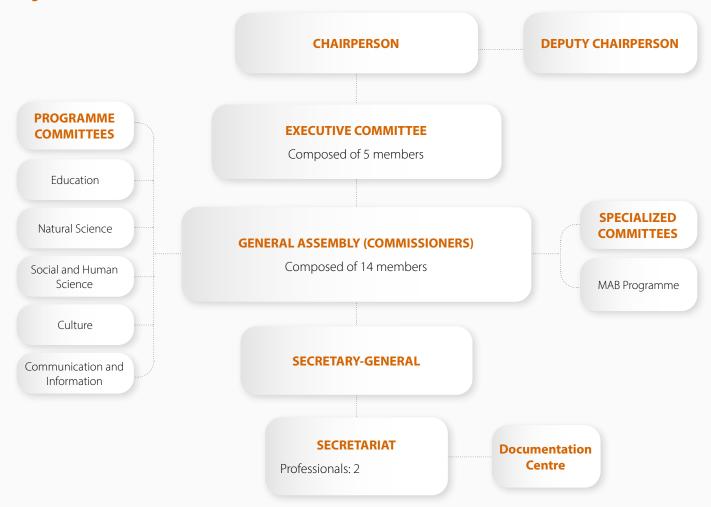
The Secretary-General heads the Secretariat of the Czech Commission for UNESCO. The main task of the Secretariat is to ensure the implementation of decisions adopted by the Commission and its bodies, provide administrative support and maintain contacts with the UNESCO Secretariat in Paris and with partner National Commissions. Since 1 July 1996, the Ministry of Foreign Affairs (UN Department) has been acting as the Secretariat of the Czech Commission for UNESCO. The Secretary-General is supported by two members of staff (1 Professional + 1 Administrative).

DANISH National Commission for UNESCO

Date of creation: 4 November 1946

Status: Governmental

Budget: 600.000 DKK (around 84,700 USD).



ESTONIAN National Commission for UNESCO

Date of creation: 17 August 1992

Status: Seated within the Ministry of Culture, an independent structural unit of the Ministry

Budget: Integrated in the budget of the Ministry of Culture

Organizational chart:

CHAIRPERSON

EXECUTIVE BOARD

Representative of the Ministry of Culture Representative of the Ministry of Education and Research Representative of the Ministry of Environment Representative of the Ministry of Foreign Affairs Representative of the Board of Experts

BOARD OF EXPERTS

Representatives of UNESCOs Programmes, Projects and Networks active in Estonia (Currently 11 Members)

SECRETARY-GENERAL

Partners

UNESCO designations in Estonia, ministries, civil society organizations, universities, local governements and other partners.

SECRETARIAT

Coordinator of UNESCO Education and Science Programme Coordinator of UNESCO Culture Programme

FAROESE National Commission for UNESCO

Date of creation: May 2012

Status: Semi-autonomous, appointed as an advisory body to the Ministry of Culture. The members of the National Commission are experts within the fields of competence of UNESCO, appointed by the Minister of Culture. The Faroese Youth Council appoints a youth member of the National Commission.

Budget: The Ministry of Culture covers the costs of the National Commission.

Organizational chart:

CHAIRPERSON

Appointed for a four-year term by the Minister of Culture. Currently the post is held by the Director of the National Museum.

GENERAL ASSEMBLY (COMMISSIONERS)

The National Commission is composed of 5 Commissioners, with representatives from the National Museum, the National Library, The Research Council, the Faroe Marine Research Institute and the Faroese Youth Council. Representatives from relevant Ministries have the right to attend the meetings.

The Commission meets 2-4 times a year.

SECRETARY-GENERAL

(part-time)

Senior Principal at the Department of Culture in the Ministry of Culture

SECRETARIAT

Professionals: Secretary-General

Support Staff: 0

FINNISH National Commission for UNESCO

Date of creation: 8 December 1957

Status: Semi-autonomous, as a subordinate advisory, expert and cooperating body to the Ministry of Education and Culture. The National Commission functions independently and its members consist of high-level experts with their respective supporting networks or institutions behind them. In order to cover all fields of competence of UNESCO and to get access to input from the best knowledge and to human resources, most of members are from outset expected to be involved in the work of not only other intergovernmental, but also non-governmental organizations (NGOs). NGOs have also possibility to propose candidates for nomination to the National Commission. The Commission has direct relations with the Permanent Delegation to UNESCO.

Budget: The core budget of the National Commission, provided by the Ministry of Education and Culture, covers running and operating costs.

Organizational chart:

CHAIRPERSON

Appointed in personal capacity for a four-year term by the Government upon the proposal of the Ministry of Education and Culture. Currently, the post is held by an ex-Minister of Education, current Member of the European Parliament.

EXECUTIVE COMMITTEE

The Secretariat of the Commission has an executive role, housed in the International Relations Division of the Ministry of Education and Culture.

GENERAL ASSEMBLY (COMMISSIONERS)

Composed of 12 members, representing governmental, academic and cultural institutions, artists, cities, media, Human Rights Centre and the Finnish Youth Council. The representatives of the Ministry of Education and Culture and the Ministry for Foreign Affairs have the right to be present and speak at the meetings of the Commission. Members are appointed for a four-year term on the basis of broad consultations. Commission meets five to seven times a year. The Commission favours a light structure and can appoint working groups on ad hoc basis.

SECRETARIAT

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

FRENCH National Commission for UNESCO

Date of creation: 2 August 1946

Status: The French National Commission for UNESCO is an association governed by the law of 1 July 1901 and the decree of 16 August 1901. Created by the decrees of 2 August, 1946 and 23 February, 1948, it promotes the role of UNESCO and its values in French society and contributes to the reinforcement of the French intellectual and scientific influence in UNESCO.

Budget: The French National Commission for UNESCO has its own budget. It receives subsidies from the Ministries of Europe and Foreign Affairs, National Education and Youth, Culture, Higher Education and Research. The rest of its budget comes from conventions for specific projects entrusted to it either by the ministries concerned, or by UNESCO, or by national organizations and the private sector. The premises of the National Commission are provided by the Ministry of Europe and Foreign Affairs.

The French National Commission consists of:

a Board of Directors:

- 12 qualified persons,
- 9 ministries,
- · 4 representatives, ex officio members,
- 2 representatives of local authorities.

and a Secretariat:

- 7 collaborators,
- 13 advisors,
- 13 project managers.



GEORGIAN National Commission for UNESCO

Date of creation: 1992

Budget: Not applicable (the Secretariat of the Commission is functioning at the Ministry of Foreign Affairs)

Organizational chart:

CHAIRPERSON

Minister of Foreign Affairs

DEPUTY CHAIRPERSON

Deputy Minister of Foreign Affairs

GENERAL ASSEMBLY (COMMISSIONERS)

12 members including Chairperson and Deputy Chaiperson and Secretary-General

SECRETARY-GENERAL

Head of the department dealing with UNESCO issues at the Ministry of Foreign Affairs

SECRETARIAT

Professionals: Staff of the department dealing with UNESCO issues at the Ministry of Foreign Affairs

GERMAN Commission for UNESCO

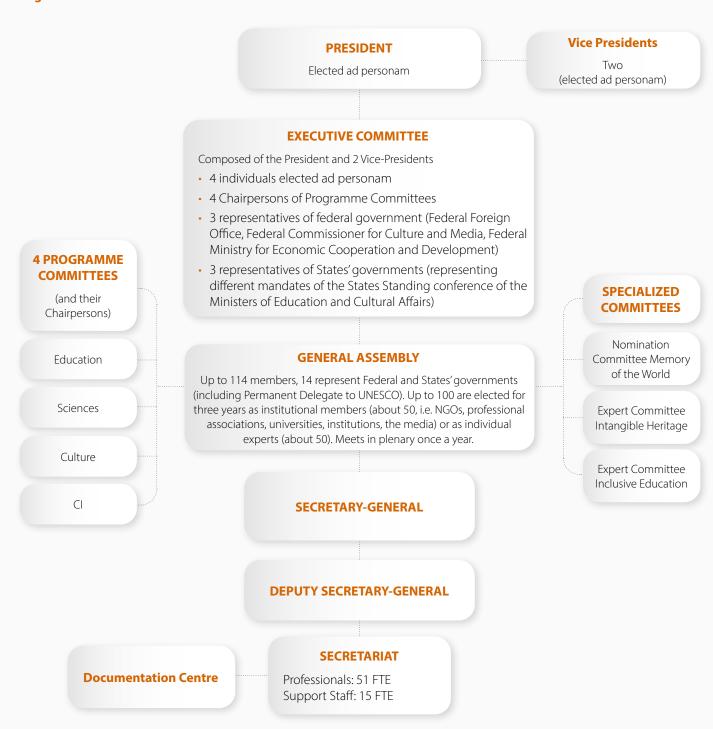
Date of creation: June 1951

Status: Autonomous, chartered, non-for-profit association

Budget: Core budget (2021): 4.8 million EUR

Project-based funding from the German Foreign Office (2021): 6.8 million EUR

Project-based funding from other sources (2020): 1.3 million EUR

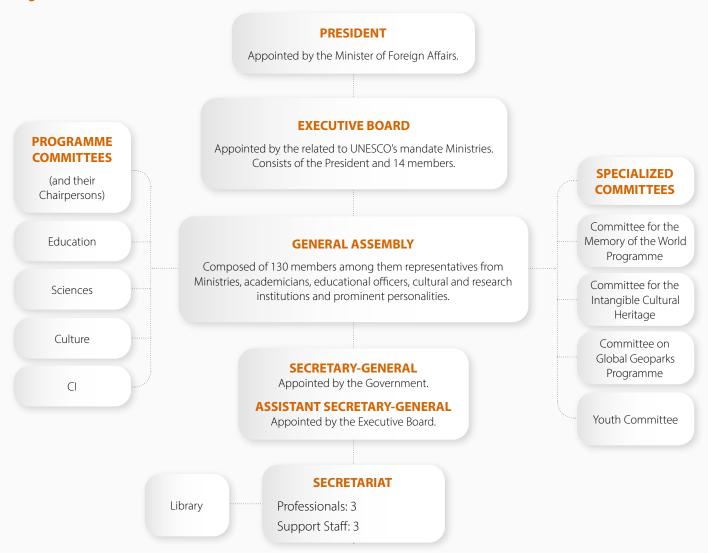


HELLENIC National Commission for UNESCO

Date of creation: Established by law in 1991 (Government Gazette 173 on 20 November, 1991).

Status: Autonomous, supervised by the Ministry of Foreign Affairs. The Commission cooperates with the relevant to UNESCO's mandate Ministries through their participation in the Commission's Board and General Assembly. The Commission has close official relation with the Permanent Delegation of Greece to UNESCO.

Budget: The budget of the National Commission is provided by the competent Greek Ministries. It covers operating costs, travels and implementation of activities. The Commission raises extra-budgetary funds from European-funded programmes and sponsorships from the private sector.



HUNGARIAN National Commission for UNESCO

Date of creation: 1948

Status: Governmental Commission, operates as part of the Ministry responsible for culture.

Budget: The budget of the National Commission is provided by the Ministry responsible for culture. It covers the salaries of the staff and running and operational costs and a minimal support to related programmes.

Organisational chart:

PRESIDENT

Appointed by the Minister responsible for Culture in agreement with the Minister responsible for education the President of the Hungarian Academy of Sciences, and the Hungarian Academy of Arts

NATIONAL COMMISSION

Composed of 27 members including the President, the Secretary-General, the Chairs of the Permanent Committees, 9 delegates of various ministries, one delegate of the Hungarian Academy of Sciences, one delegate of the Hungarian Academy of Arts, and 11 members appointed by the Minister responsible for culture upon the proposal of the President.

SECRETARY-GENERAL

Appointed by the Minister responsible for culture

VICE-PRESIDENT

SPECIALIZED COMMITTEES

Hungarian National Committee for Intangible Cultural Heritage

23 members and 4 invited delegates (without voting rights), its Secretariat is provided by the Ministry responsible for culture.

Hungarian National Committee for Man and Biosphere

Secretariat is provided by the Ministry responsible for nature protection

Hungarian National Committee for Geoparks

Secretariat is provided by the Ministry responsible for nature protection.

ICELANDIC National Commission for UNESCO

Date of creation: May 1966

Status: Semi-autonomous, appointed as an advisory body to Ministries, Institutions, NGOs and others within the fields of competence of UNESCO. The members of the National Commission are experts within the fields of competence of UNESCO and are appointed by the Minister of Culture.

Budget: The Ministry of Culture covers the costs of the National Commission.

Organisational chart:

CHAIRPERSON

Appointed for a four-year term by the Minister of Culture. Currently the post is held by the Director of the Research Institute of the University of Iceland.

GENERAL ASSEMBLY (COMMISSIONERS)

The National Commission is composed of 7 members who are experts within the fields of competence of UNESCO.

The Commission meets 6-7 times a year.

SECRETARY-GENERAL

Senior Adviser at the Department of Culture and Tourism in the Ministry of Culture.

SECRETARIAT

Professionals: Secretary-General Support Staff: 0

ITALIAN National Commission for UNESCO

Date of creation: 11 February 1950

Status: Semi-autonomous commission. The Italian National Commission is a public and inter-ministerial body, established by decree. It benefits from a substantial autonomy and works to disseminate in Italy the initiatives and programmes of UNESCO. It is an advisory body as regards the Italian Government and Ministries and cooperates with them in order to execute national and regional policies concerning the UNESCO mandate. The Commission maintains close relations with the Italian Permanent Delegation in Paris. Its members are from several Ministries (Foreign Affairs, Culture, Finance, Education, Environment) and the Italian Permanent Delegation at UNESCO. The Commission's governance is represented by the Chairperson, the Executive Council (its members are from the Ministries of Foreign Affairs, Culture, Finance, Education, Environment, and from the Italian Permanent Delegation at UNESCO) and the Assembly (composed of the Executive Council's members and also of representatives from the Italian Parliament, Regions, universities and NGOs).

Budget: The Italian National Commission has its own budget, allocated by the Ministry of Foreign Affairs, which serves to cover its administrative operation. It only receives public funds and follows the public accountability rules.

Organizational chart:

CHAIRPERSON

Appointed with a decree signed by the Ministers of Foreign Affairs, Culture, Finance, Education, Environment for a renewable four-years term.

EXECUTIVE COUNCIL

Composed of 14 members, including the Chairperson, the Vice-Chairpersons and the Secretary-General. It generally meets twice a year.

GENERAL ASSEMBLY (COMMISSIONERS)

Composed of 40 members, including the Chairperson, the Vice-Chairpersons and the Secretary-General, who represent the Government, various Ministers, Regions, non-governmental organizations. It generally meets once a year

SECRETARY-GENERAL

(full-time)

A Diplomat appointed with a decree signed by the Ministers of Foreign Affairs, Culture, Finance, Education, Environment for a renewable four-years term

SECRETARIAT

Professionals:

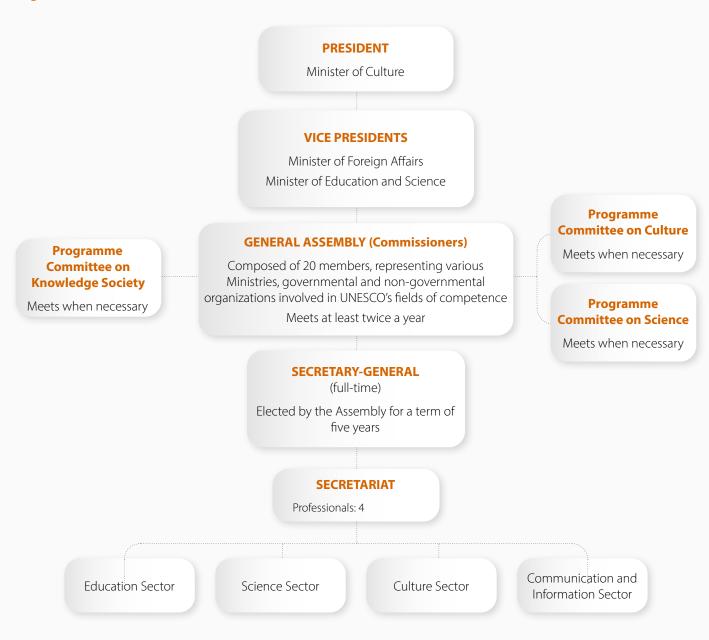
Support Staff: 5/7 civil servants from the Ministry of Foreign Affairs

LATVIAN National Commission for UNESCO

Date of creation: 12 May 1992

Status: The National Commission is a derived legal person of public rights under the supervision of the Cabinet of Ministers of the Republic of Latvia.

Budget: The budget of the National Commission is provided by the Government and covers operating costs, staff salaries, travels and implementation of activities and programmes. Funding from the State budget for ensuring the activities of the Commission is allocated in the amount prescribed by the annual State Budget Law from the sub-programme specially established for the Ministry of Culture for this objective. The Commission may receive funds from the State budget and international foundations also for the implementation of individual assignments, programmes or measures.



LITHUANIAN National Commission for UNESCO

Date of creation: 20 October 1992

Status: Semi-Governmental. The Secretariat of the Lithuanian National Commission for UNESCO is under direct supervision of the Office of the Government of the Republic of Lithuania. Inter-institutional co-operation is ensured through the attendance of the General Assembly's meetings by representatives of relevant Ministries and governmental institutions.

Budget: The budget of the National Commission is allocated from the State budget, and covers staff salaries, accommodation rental costs, and operating costs. In addition, the Commission occasionally raises funds from private sector. The Commission has its own bank account enabling it to make financial transactions.



National Commission of LUXEMBOURG for Cooperation

with UNESCO

Date of creation: 3 May 1949

Status: The Grand-Ducal regulation of 12 December 2014 established a National Commission for Cooperation with UNESCO. It is organically attached to the Ministry of Culture.

Budget: The appropriations intended to cover the organizational and operational costs of the National Commission are entered in the general State budget.

Organizational chart:

CHAIRPERSON

The Chairperson of the National Commission is appointed by the Minister of Culture after consultation with the Minister of Foreign Affairs.

The Chairperson convenes the meetings, coordinates the work and directs the meetings of the National Commission.

SECRETARY-GENERAL

The Secretary-General is appointed by the Minister of Culture after consultation with the Minister of Foreign Affairs.

The Secretary-General of the National Commission is in charge of the management of administrative and financial matters and provides the permanent secretariat.

PLENARY (26 MEMBERS)

The National Commission meets in plenary at least twice a year.

The Commission is composed of representatives of the following institutions and organizations: Chamber of Deputies, Ministry of Culture, Ministry of Foreign and European Affairs, Ministry of National Education, Children and Youth, Ministry of Higher Education and Research, Department of the Environment of the Ministry of Sustainable Development and Infrastructure, National Youth Service, University of Luxembourg, National Press Council, National Women's Council, General Youth Conference of Luxembourg, Consultative Commission on Human Rights, National Ethics Commission, Cooperation Circle of Development NGOs, Higher Council of Sports, as well as six representatives of services, associations and organizations active in UNESCO's sectors and two independent experts from the cultural, educational, scientific or economic world, appointed by the Minister of Culture.

SPECIALIZED COMMITTEES

National Network of UNESCO Associated Schools

> World Heritage Site Management Committee

> > MAB

Geoparks

EXECUTIVE COMMITTEE

Composed of the Chairperson, the Secretary General, and three members of the National Commission, elected by the National Commission.

Meets as often as business requires and at least four times a year to carry out management tasks, including preparation of the plenary meeting and coordination of the work of the National Commission.

MALTESE National Commission for UNESCO

Date of creation: 1965

Status: Semi-governmental.

Budget: 50,000 EUR.



MONEGASQUE National Commission for UNESCO

Date of creation: 16 October 1950 by Sovereign Ordinance.

Status: Governmental, attached to the Department of the Interior and to the Department of External Relations. The Commission maintains relations with the Permanent Delegation in Paris through the departments to which it reports.

Budget : The National Commission's budget, allocated by the Government, covers operating expenses. The Commission does not raise extrabudgetary funds. The various entities, governmental or private, and the NGOs receive practical support and contributions directly from the Prince's Government for the realization of their projects corresponding to the major objectives and recommendations of UNESCO.

Organizational chart:

PRESIDENT

Appointed by Sovereign Ordinance for a period of three years.

VICE-PRESIDENT

Appointed by Sovereign Ordinance for a period of three years.

GENERAL ASSEMBLY (COMMISSIONERS)

Composed of 24 members appointed for a term of three years, including the President, the Vice-President, the Secretary-General, the Deputy Secretary-General, the Director General of the Department of External Relations, and representatives of cultural and scientific institutions. Meets once a year.

SECRETAIRE-GENERAL

Appointed by Sovereign Ordinance for a period of three years.

DEPUTY SECRETARY-GENERAL

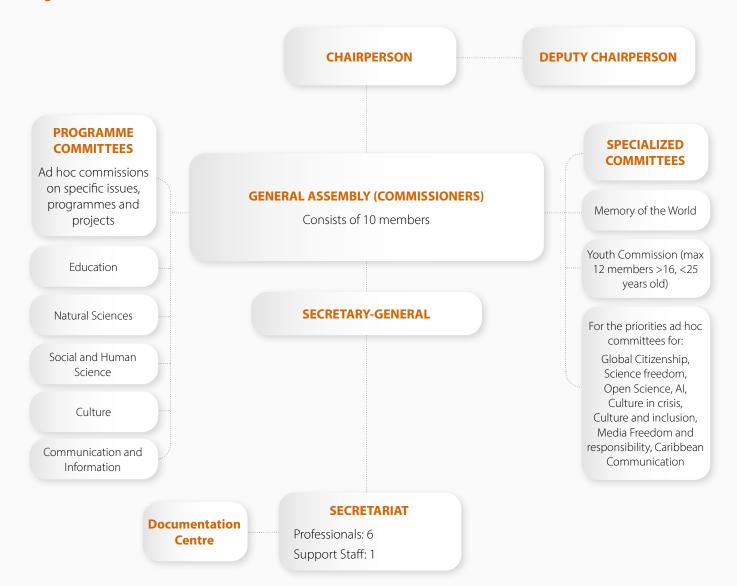
Appointed by Sovereign Ordinance for a period of three years.

NETHERLANDS National Commission for UNESCO

Date of creation: 1 January 1947

Status: The Netherlands National Commission is an independent part of the Ministry of Education, Culture and Science. The secretariat is (only) for business organisation part of the Ministry, but the Commission (and its members) is independent in all other means (advice, priorities, programmes, communication etc).

Budget: ca. 1 million EUR



National Commission for UNESCO of the REPUBLIC OF NORTH

MACEDONIA

Date of creation: 1 April 1994

Status: The National Commission for UNESCO of the Republic of North Macedonia is established with a Decision of the Government of the Republic of North Macedonia, as a permanent working body, whose Secretariat operates within the Ministry of Culture of the Republic of North Macedonia. The Ministry of Culture provides administrative and technical support to the work of the Commission. The Commission maintains the relations with the Permanent Delegation to UNESCO through the Ministry of Foreign Affairs of the Republic of North Macedonia.

Budget: The budget for the activities of the National Commission is provided within the regular budget of the Ministry of Culture, including staff salaries. Also, the budget for some of the activities is provided by other relevant ministries and institutions.

Organizational chart:

PRESIDENT

Minister of Culture

GENERAL ASSEMBLY (COMMISSIONERS)

Composed of the President, who is a member of the Government, the Secretary-General and up to 25 members appointed with a Decision by the Government of the Republic of North Macedonia. The members of the National Commission represent the relevant ministries (Foreign Affairs, Education and Science, Environment and Physical Planning, Culture, Transport and Communication, Information Society and Administration), institutes, institutions, academia and civil society.

The Commission meets at least twice a year.

AD - HOC WORKING GROUPS

The Commission appoints its members to working groups on ad-hoc basis.

SECRETARY-GENERAL

Civil servant from the Ministry of Culture of the Republic of North Macedonia, appointed with a Decision by the Government of the Republic of North Macedonia.

SECRETARIAT

Professionals: 1- Secretary-General

Support Staff: 2

NORWEGIAN National Commission for UNESCO

Date of creation: November 1946

Status: Semi-autonomous, under the supervision of the Ministry of Education and Research. The Secretariat of the Commission is an integrated part of the Ministry. Inter-ministerial co-operation is ensured through the participation of the relevant Ministries and governmental institutions throughout the year. The Statutes of the Commission, were adopted in 1946, revised in 1996, 2008 and 2012. The Commission maintains interface with the Permanent Delegation to UNESCO through the Ministry of Education and Research.

Budget: The budget of the National Commission, provided by the Ministry of Education and Research, covers staff salaries, running and operating costs, travels and implementation of activities. The Commission does not raise extra-budgetary funds. The Commission does not have its own bank account.

Organizational chart:

CHAIRPERSON

Appointed in a personal capacity by the Ministry of Education and Research in consultation with the concerned Ministries for a period of four years

DEPUTY CHAIRPERSON

Elected by the members of the National Commission

GENERAL ASSEMBLY (COMMISSIONERS)

Composed of 10 members, representing relevant national institutions, agencies, associations and non-governmental organizations in the fields of UNESCO's competence. The members of the Commission are appointed by the Ministry of Education and Research for a period of four years. Meets three times a year

SECRETARY-GENERAL

(full-time)

Employed by the Ministry of Education and Research.

SECRETARIAT

Professionals: 2

POLISH National Commission for UNESCO

Date of creation: 19 May 1956

Status: Semi-governmental, attached to the Ministry of Foreign Affairs. The National Commission has the status of an advisory body to the Council of Ministers and has capacity to contract. Inter-ministerial cooperation is secured through the participation of representatives of various ministries in the General Assembly. The National Commission's activity involves close cooperation with the Ministry of Foreign Affairs and the Permanent Delegation of Poland to UNESCO and with other relevant ministries, academia members as well as stakeholders of civil society.

Budget: The National Commission's budget is allocated from the State budget as a subjective subsidy via the Ministry of Foreign Affairs. It covers income and budgetary expenditure in the part concerning Permanent Secretariat's salaries and its related costs together with the National Commission's current expenditure. The National Commission does not raise extrabudgetary funds.

Organizational chart:

CHAIRPERSON

Appointed in personal capacity by the Minister of Foreign Affairs for a five-year term. The position is currently held by a Professor at the Polish Academy of Sciences.

DEPUTY CHAIRPERSON

Elected by the National Commission from a group of personalities put forward on their personal merits.

PROGRAMME COMMITTEES

Education

Natural Sciences

Social and Human Science

Culture

Communication and

Information
Polish Committee for the Intergovernmental Information for All Programme (IFAP)

GENERAL ASSEMBLY (COMMISSIONERS)

Consists of 18 members (6 institutional members and up to12 individuals), including representatives of the relevant ministries (Foreign Affairs, Education and Science, Culture and National Heritage, Digital Affairs – Chancellery of the Prime Minister, Climate and Environment, Sport and Tourism), selected representatives of the education, scientific and cultural communities; the Chairperson, the Secretary-General. Meets at least once a year.

SECRETARY-GENERAL

(full-time)

Appointed by the Minister of Foreign Affairs.

The position is currently held by an academic.

Appointed indefinitely.

DEPUTY SECRETARY-GENERAL

Designated from professionals.

SECRETARIAT

Professionals: 6

Support Staff: 2

Structure:

Education and the Website

Section

Science and Higher Education

Section

Social Sciences,

Communication and

Information Section

Culture and Heritage Section

Intersectoral

Fellowships Coordinators'Team

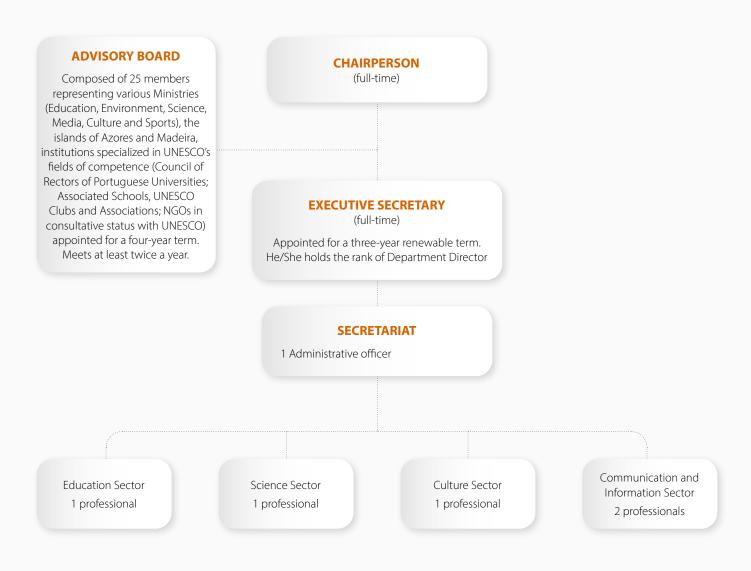
Documentation Focal Point

PORTUGUESE National Commission for UNESCO

Date of creation: 17 July 1979

Status: The Portuguese National Commission for UNESCO is structurally attached to the Ministry of Foreign Affairs. It has a relative autonomy in the management of activities and maintains regular relations with all national actors involved in UNESCO programmes (government, municipalities, NGOs, etc.). It maintains a close relationship with the Portuguese Permanent Delegation to UNESCO.

Budget: The budget of the National Commission, allocated by the Ministry of Foreign Affairs, covers staff salaries, travel, development of activities, publications, exhibitions, as well as current expenses. The Commission also has the possibility to raise funds from other sources, including the private sector.



National Commission of ROMANIA for UNESCO

Date of creation: 21 September 1956 by government decision no.1426.

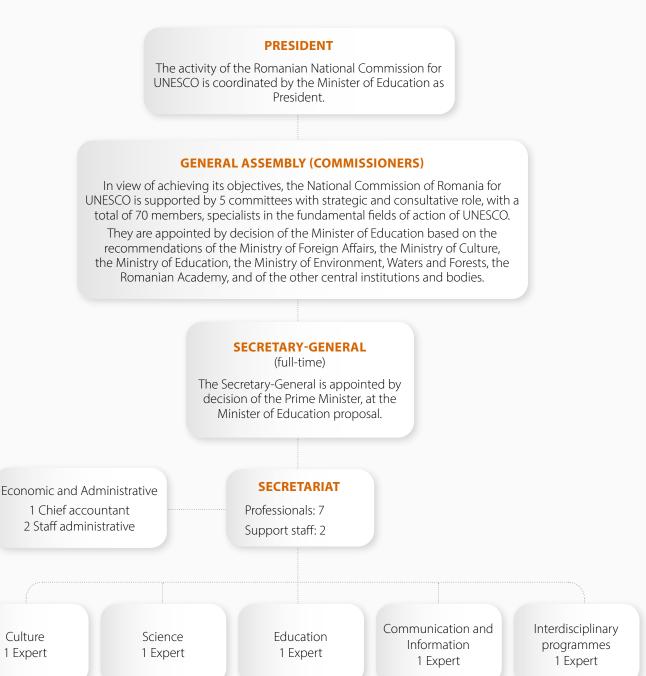
Status: Government Commission, structurally attached to the Ministry of Education and functioning as an integral part of the structure of this ministry.

Budget: The National Commissio is fully funded from the state budget by the Ministry of Education. The budget lines provided are for staff salaries, administrative expenses and related activities of the Romanian National Commission for UNESCO.

Organizational chart:

Culture

1 Expert



Commission of THE RUSSIAN FEDERATION for UNESCO

Date of creation: 21 August 1992

Status: Governmental Commission. The Commission of the Russian Federation for UNESCO is a governmental Commission structurally attached to the Ministry of Foreign Affairs of the Russian Federation.

Budget: The Commission does not have its own allocated budget.

Organizational chart:

PRESIDENT

Minister of Foreign Affairs of the Russian Federation.

The President is appointed by the Government of the Russian Federation for unlimited term

PROGRAMME COMMITTEES

Heads of the Committees are appointed by the President

Interdepartmental National Oceanographic Commission

Committee for International Hydrological Programme

Committee for the Man and the Biosphere Programme

Committee for the International Geoscience and Geoparks Programme

Committee for the International Basic Sciences
Programme

Committee on Bioethics

Committee for the UNESCO Social Transformation

Management Programme

Committee for the Safeguarding of Intangible Cultural Heritage

Committee of UNESCO Memory of the World Programme

Committee of the International Programme for the Development of Communication

Committee of the Information for All Programme

Committee on Ethics of Artificial Intelligence

Coordination Committee of UNESCO Chairs

UNESCO Associated Schools Network in Russia

UNEVOC Centres in Russia

Committee for UNESCO Educational Programmes

VICE PRESIDENT

Vice President is appointed by the President of the Commission

BUREAU OF THE COMMISSION

Consists of President, Vice President and Secretary-General

GENERAL ASSEMBLY (COMMISSIONERS)

Consists of more than 100 members that are representatives of corresponding ministries, federal agencies, leaders of federal regions, prominent scientists, academicians, artists, cultural and art figures, athletes, doctors, entrepreneurs

REGIONAL COMMITTEES

- · Altai Republic
- Primorsky Krai
- Republic of Bashkortostan
- Republic of Dagestan
- Republic of Tatarstan
- Republic of Sakha (Yakutia)

SECRETARY-GENERAL

Appointed by the President of the Commission.

SECRETARIAT

Professionals: 9 Support Staff: 3

Documentation Centre

More than 3000 publications

SAN MARINO National Commission for UNESCO

Date of creation: 13 February 1980

Status: According to Law 13 February 1980 no.8, the National Commission is governmental.

Budget: The initiatives are financially supported by the Ministries involved.



Commission of the REPUBLIC OF SERBIA for cooperation

with UNESCO

Date of creation: 4 October 2007

Status: Semi-Governmental Commission (advisory body), the Ministry of Foreign Affairs hosts the premises of the Secretariat.

Budget: National Commission of the Republic of Serbia has no proper budget, its activities are financed mostly from the donations for relevant ministries.



SLOVAK Commission for UNESCO

Date of creation: 12 January 1993 (before part of the Czechoslovak National Commission)

Status: Governmental, attached to the Ministry of Foreign and European Affairs that hosts the National Commission Secretariat. Inter-ministerial cooperation is secured through the participation of representatives of various ministries in the Executive Committee. The Commission maintains close relations with the Permanent Delegation to UNESCO.

Budget: The National Commission's budget is allocated by the government to cover operational expenditure, travel and the cost of some activities

Organizational chart:

CHAIRPERSON

(ex-officio)

Minister of Foreign and European Affairs

GOVERNMENT, NGOs, OTHER MEMBERS

Ministry of Culture

Ministry of Environment

Ministry of Education, Science, Research and Sports

Ministry of Transport and Construction/ Tourism Section

Ministry of Investments, Regional Development and Informatization

Slovak Academy of Sciences

Iuventa, Youth Institute

Platform of Non-Governmental Organizations - Ambrela

UNESCO Information and Documentation Centre,

serves also as the ASPnet and UNESCO Clubs Coordinator

EXECUTIVE COMMITTEE

Consists of max. 21 members including representatives of ministries and organizations participating in UNESCO programmes and the chairpersons of the programme committees.

Meets up to four times yearly.

FORUM OF PARTNERS

Gathering of National Commission members, committee members, representatives of all UNESCO designations in the country and other cooperating partners.

Meets once a year.

SECRETARY-GENERAL

(full-time)

Appointed by the Minister of Foreign and European Affairs. Position is usually held by a senior diplomat appointed for 4 years.

SECRETARIAT

Full time: 1-2 Part time: 1

Administration and budget

Webpage, social media, and Newsletter

PROGRAMME COMMITTEES AND SECTIONS

SECTION FOR EDUCATION Ministry of Education, ASPnet, UNESCO Chairs, NGOs

SECTION FOR CULTURE

World Heritage and Intangible Cultural Heritage, Ministry of Culture, cultural institutions and experts

> International Bioethics Committee (IBC)

Man and the Biosphere (MAB)

Intergovernmental Hydrological Programme (IHP)

Information for All Programme (IFAP)

International Geoscience Programme Council (IGCP)

Management of Social Transformations Programme (MOST)

Memory of the World
Programme

SLOVENIAN National Commission for UNESCO

Date of creation: 17 July 1992

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

Budget: The budget of the National Commission is provided by the Government / Ministry of Education, Science and Sport. It covers operating costs, travels and the implementation of programme activities. The Commission raises extra-budgetary fund on occasional basis.

Organizational chart:

CHAIRPERSON

Appointed by the Government for a term of five years. Currently, the post is held by the Dean of the Faculty of Pharmacy of the University of Ljubljana.

EXECUTIVE COMMITTEE

Composed of 10 members, including the Chairperson, the 2 Vice-Chairpersons, the Secretary General, representatives of nominated ministries, and 2 additional members elected by the General Assembly of the Commission.

Meets at least twice per year.

GENERAL ASSEMBLY (COMMISSIONERS)

Composed of 31 members, representing the relevant ministries (Culture, Environment and Spatial Planning, Foreign Affairs, Education, Science and Sport, public affairs / digitalization), chairs of national committees for UNESCO's international and intergovernmental programmes and other working bodies of the Commission, ASPnet Coordinator, eminent personalities in their personal capacities.

Meets twice per year.

SECRETARY-GENERAL

(full-time) (ex-officio)

Director of the Office for UNESCO The term of office is not fixed.

SECRETARIAT

Professionals: 3
Support Staff: None

DEPUTY CHAIRPERSONS

Two. Appointed by the General Assembly.

SPECIALIZED COMMITTEES

Man and the Biosphere (MAB)

Intergovernmental Hydrological Programme (IHP)

Intergovernmental
Oceanographic Commission
(IOC)

International Geoscience and Geoparks Programme (IGGP)

World Cultural and Natural Heritage

Intangible Heritage

Memory of the World (MOW)

National Coordination ASPnet

Slovenian Youth Platform

Celebration of International Days

Ocean Decade

SPANISH National Commission for cooperation with UNESCO

Date of creation: 20 February 1953

Status: Governmental. The Spanish National Commission for cooperation with UNESCO reports to the Ministry of Foreign Affairs, while respecting the competences of each of the Ministries represented on the Executive Board and, where appropriate, those of any other body of the general administration of the State, owing to the nature of the matter to be dealt with. It is organically attached to the Spanish Agency for International Cooperation (AECID), Directorate for Cultural and Scientific Relations. structurally attached to the Ministry of Foreign Affairs

Budget: The appropriations intended to cover the organizational and operational costs of the National Commission are entered in the general State budget.

Organizational Chart: The Spanish National Commission is currently awaiting approval of a new structure through the appropriate legal channels. Pending this change, the current structure is in accordance with Royal Decree 173/2004 of 30 January 2004 on the restructuring of the Spanish National Commission for Cooperation with UNESCO.

CHAIRPERSON

Appointed by the Minister of Foreign Affairs, on the proposal of the Plenary, for a period of 2 years, which may be extended for 3 further periods of the same duration.

EXECUTIVE COMMITTEE

Composed of 8 members, of which the Director General of Cultural and Scientific Relations of the AECID is the Chairperson.

The Secretary-General of the Spanish National Commission for Cooperation with UNESCO acts as Secretary.

The Executive Committee meets as often as necessary and, in any case, at the proposal of its Chairperson or of the majority of its members.

VICE CHAIRPERSONS

the
representatives of
the Ministries of
Education, Culture
and Sports, and
Science and
Technology serve
as vice-chairs

PROGRAMME COMMITTEES

Natural Sciences

Culture

GENERAL ASSEMBLY (COMMISSIONERS)

The Plenary Assembly is composed of the President, representatives of the various ministries, a representative of each of the Autonomous Communities, the Ambassador Permanent Delegate of Spain to UNESCO, a representative of the Higher Council for Scientific Research, and a maximum of 15 members chosen from the world of education, science, culture and communication.

The Chairperson and the Secretary General of the National Commission are responsible for the chairmanship and the secretariat of the Plenary respectively.

The Plenary meets in ordinary or extraordinary session as often as the President deems necessary and, in any case, on the proposal of the majority of its members or the Executive Council.

SECRETARY-GENERAL

Appointed by the Director of AECID from among the officials of the General Administration of the State, he/she is also the Head of the Coordination Department of Cultural and Scientific Relations of AECID.

The term of office is indeterminate.

DEPUTY SECRETARY-GENERAL

Appointed by the Director of AECID from among the officials of the General Administration of the State. The term of office is indeterminate.

Documentation Centre

SECRETARIAT

Professionals: 1 Support Staff: 1

SPECIALIZED COMMITTEES

Man and the Biosphere (MAB)

Global Geoparks

SWISS National Commission for UNESCO

Date of creation: 6 May 1949

Status: The Swiss National Commission for UNESCO is an extra-parliamentary federal commission with an advisory function. It is established in accordance with the law and the ordinance on the organization of the government and the administration, the constitution of UNESCO and Article 2 of the Charter of National Commissions for UNESCO. The members (20) are experts appointed ad personam in a militia framework for 4-year terms. The Commission enjoys a great deal of autonomy in the definition and management of its activities. The Commission is attached to the Federal Department of Foreign Affairs (DFA) which provides it with human and financial resources. The UNESCO Section within the United Nations Division of the State Secretariat is responsible for the Commission's secretariat.

Budget: The Swiss Government provides a permanent secretariat (5.4 FTE) and resources to the Commission, in accordance with Article 4 of the Charter of National Commissions for UNESCO. Financial means are reserved by the State Secretariat of the DFA in its annual budget to cover the indemnities and travel expenses of the members and to enable the Commission to carry out its activities. Since the members of the Commission work on a militia basis, the majority of the expenses are related to activities. The Commission may receive external financial support to carry out its activities. The Commission may commit financial resources through partnerships with third parties on a contractual basis. The Commission does not financially support the activities of third parties in which it is not directly involved.

Organizational chart:

CHAIRPERSON

Appointed by the Federal Council

MEMBERS

Appointed by the Federal Council (20, including the President), max. 3 terms of 4 years.

Parity and representation of linguistic communities

3 plenary meetings per year

Education

Natural Sciences

Human and Social Sciences

Culture

Communication and Information

Networks, partnerships, prizes and more

VICE-CHAIRPERSON

Internal appointment

SECRETARIAT

The term of office is indefinite.

Professional: 1

SECRETARY-GENERAL

Head of the UNESCO Section of the FDFA (also responsible for the coordination of Switzerland's official relations with UNESCO)

The term of office is indefinite.

ADMINISTRATION AND FINANCES

DEPUTY SECRETARY-GENERAL

The term of office is indefinite.

SWEDISH National Commission for UNESCO

Date of creation: 1951

Status: Semi-Governmental Commission under the supervision of the Ministry of Education and Research. The Secretariat of the Commission is a governmental agency, led by the Commission and a Secretary-General. Inter-ministerial co-operation is ensured though the participation of the relevant Ministries and governmental institutions in the work of the Commission. The Commission communicates with the permanent Delegation to UNESCO in Paris regularly.

Budget: The budget of the National Commission, provided by the Ministry of Education and Research, covers staff salaries, running and operation costs, travels and implementation of activities. The Commission is also tasked by the Ministry to administer the yearly contribution to UNESCO's regular budget. The Commission does not raise extra-budgetary funds.

Organizational chart:

CHAIRPERSON

Appointed in a personal capacity by the Government in consultation with the concerned Ministries for a period of four years

EXECUTIVE COMMITTEE

Composed of 2 members, including the Chairperson

GENERAL ASSEMBLY (COMMISSIONERS)

Composed of 10 members, representing relevant national institutions, agencies, associations, and non-governmental organizations in the fields of UNESCO's competence. One of the members is a youth representative. The members of the Commission are appointed by the government for a period of four years.

Meets four times a year.

SECRETARY-GENERAL

Appointed by the Minister of Education and Research after being selected in a competitive process.

Full-time. The term of office is not fixed.

SECRETARIAT

Professionals: 5

TURKISH National Commission for UNESCO

Date of creation: 25 August 1949

Status: Semi-autonomous, under the supervision of the Ministry of National Education. The Commission has a certain degree of autonomy and the cooperation with the Ministries is ensured through their participation in the Executive Board and the General Assembly. The National Commission has regular relations with line Ministries and direct interface with the Permanent Delegation to UNESCO.

Budget: The budget of the National Commission is provided by the Government through the Ministry of Education. It covers staff salaries, travels, running and operating costs as well as implementation of activities. The Commission participates In fund raising. The Commission has its own bank account enabling it to make financial transactions.

Organizational chart:

PROGRAMME COMMITTEES

Education

Natural Sciences

MOST and Migration

Rapprochement of Culture

Artificial Intelligence

Tangible Cultural Heritage

Diversity of Cultural Expressions

Intangible Cultural Heritage

Communication

Memory of the World

SDG-2030

Gender Equality

CHAIRPERSON

Elected in personal capacity for a period of four years by the Executive Board of the Commission.

GENERAL ASSEMBLY

Composed of 77 members (mainly institutional members), representing various ministries and governmental departments, institutions, universities, non-governmental organizations specializing in the fields of UNESCO's competence as well as individuals elected for a period of four years. General Assembly meets in plenary every four years.

EXECUTIVE BOARD

Composed of 15 members elected by the General Assembly, including the representatives of relevant ministries (the Ministry of National Education, the Ministry of Foreign Affairs, the Ministry of Culture and Tourism), governmental institutions, universities as well as eminent personalities. They all serve on an honorary basis. The Executive Board elects President and Deputy Chairpersons (2) for a period of four years and meets every month regularly.

SECRETARY-GENERAL

Appointed by the decision of the Executive Board of the Commission.

Deputy Secretaries-General (2) are responsible for national and international affairs.

SECRETARIAT

Professionals: 9 Support Staff: 7

PROGRAMME MONITORING AND WORKING GROUPS

ASPNet

Physical Education and Sports

MAB

Hidrology

Geological Heritage and Geoparks

Bioethics

Underwater Cultural Heritage

Illicit Trafficking of Cultural Property

Documentation Centre

Holds approximately 5 000 publications such as periodicals, proceedings, books, reviews, journals, normative materials and multimedia.

National Commission of UKRAINE for UNESCO

Date of creation: 1996

Status: Structural unit of the Ministry of Foreign Affairs of Ukraine



UNITED KINGDOM National Commission for UNESCO

Date of Creation: 1946

Status: Autonomous Commission. The UK National Commission for UNESCO is a (not for profit) company limited by guarantee not having a shared capital, with a Board of voluntary Non-Executive Directors, funded by the Foreign, Commonwealth and Development Office.

Budget: Currently under review.







ANTIGUA AND BARBUDA National Commission for UNESCO

Date of creation: 1988



ARUBA National Commission for UNESCO

Date of creation: By ministerial decree no. 6 on 11 August 1988, latest revision Ministerial decree of 15 November 2019 no. 9 (489/19).

Status: Governmental, since 1 January 2022 under the Ministry of Finance and Culture.

Budget: The total budget for 2022 is AWG 392,00 (approximately 220,449 USD) for both salaries and operations.



BAHAMAS National Commission for UNESCO

Date of creation: May 1998

Status: Semi-Autonomous

Budget: Allocated by the government

Organizational chart:

PROGRAMME COMMITTEES

Each Committee
has a Chairperson.
Committees
comprised of
governmental and
non-governmental
experts

Education

Natural Science

Social and Human Science

Culture

Communication and Information

CHAIRPERSON

Minister of Education

Minister with responsibility for UNESCO

AMBASSADOR/ PERMANENT DELEGATE TO UNESCO

EXECUTIVE COMMITTEE

Consists of Minister of Education, Ambassador to UNESCO, Permanent Secretary of Ministry of Education and Secretary-General

Meets quarterly or whenever the need arises

SECRETARY-GENERAL

(full-time)

Appointed by the Minister of Education in consultation with the Cabinet

SECRETARIAT

Professional: 1 Support Staff: 1 Documentation Centre

SPECIALIZED COMMITTEES

Meet as necessary

Intangible Cultural Heritage Committee

> International Hydrological Programme Committee

World Heritage Committee

BARBADOS National Commission for UNESCO

Date of creation: 1970

Organizational chart:

CHAIRPERSON

Minister of Education, Technological and Vocational Training and Leader of Government Business

SECRETARY-GENERAL

Director of Cultural Policy and Research Prime Minister's Office (Culture)

BELIZE National Commission for UNESCO

Date of creation: 1984

Organizational chart:

CHAIRPERSON

Minister of Education, Culture, Science and Technology

PERMANENT SECRETARY

Chief Education Officer
Ministry of Education, Culture, Science and
Technology

SECRETARY-GENERAL

BRAZILIAN National Commission for UNESCO

Date of creation: 2009

Status: Governmental



BRITISH VIRGIN ISLANDS National Commission for UNESCO

Date of creation: 1996

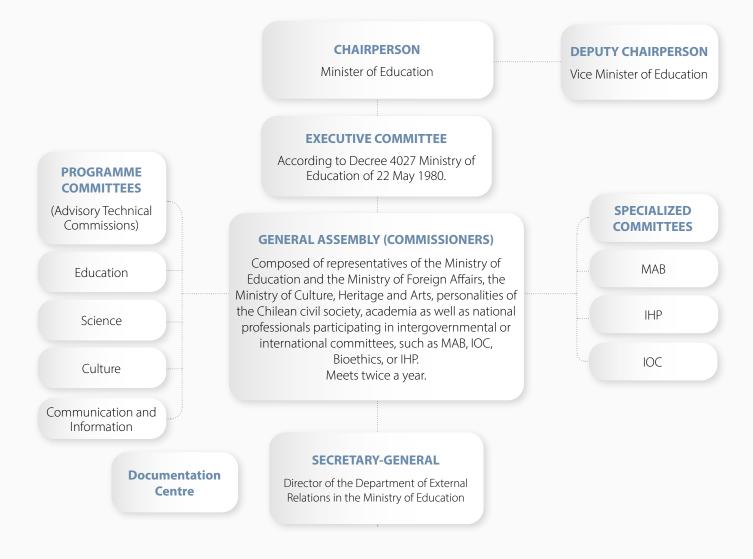


National Commission for cooperation with UNESCO of CHILE

Date of creation: 23 March 1976

Status: Governmental, attached to the Ministry of Education. The Commission's staff are members of the International Relations Office of the Ministry of Education. Inter-ministerial co-operation is ensured through the coordination from the Ministry of Foreign Affairs with relevant Ministries and National Committees.

Budget: The budget of the National Commission, provided by the Ministry of Education, covers operating and running costs, implementation of activities and support to UNESCO Chairs and other relevant programmes. The Commission does not raise extra-budgetary funds. The Commission does not have its own bank account.



COLOMBIAN National Commission for Cooperation

with UNESCO

Date of creation: 1947

Status: Governmental Commission, the Minister of Foreign Affairs is the President of the Colombian Commission for UNESCO. In addition, the Minister delegates the exercise of the Executive Secretariat of the Commission to the Director of Cultural Affairs.

Budget: The Commission's budget is part of the Ministry of Foreign Affairs budget. It is used chiefly to cover staff salaries and operating costs. The Commission does not raise extra-budgetary funds and has not its own bank account.

Organizational chart:

CHAIRPERSON

Minister of Foreign Affairs

PROGRAMME COMMITTEES

Education

Natural Sciences

Culture

Social and Human Sciences

Communication and Information

GENERAL ASSEMBLY (COMMISSIONERS)

The Minister of Foreign Affairs or his/her delegate; the Minister of National Education or his/her delegate; the Minister of Information Technologies and Communications or his/her delegate; the Minister of Environment, and Sustainable Development or his/her delegate; the Minister of Culture or his/her delegate; the Ministry of Sport or his/her delegate; the Ministry of Science, Technology and Innovation or his/her delegate; the Director of the Presidential Cooperation Agency (APC Colombia) or his/her delegate. Meets at least four times a year. On specific issues, other entities may be invited.

EXECUTIVE SECRETARY

Director of Cultural Affairs of the Ministry of Foreign Affairs, appointed by the Minister of Foreign Affairs

SECRETARIAT

Diplomatic career officials: 3 Unpaid intern: 1

Education; Natural Sciences 1 Professional Culture; Social and Human Sciences 1 Professional Calls for Prizes; Communication and Information; Participation Programme 1 Professional

Support logistics activities

SPECIALIZED COMMITTEES

Bioethics Intersectorial Commission

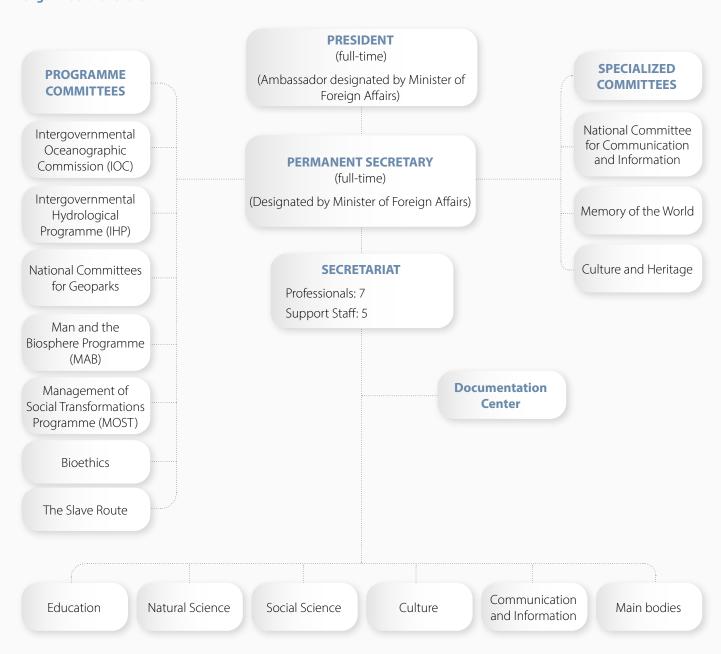
World Heritage Intersectoral Commission

CUBAN National Commission for UNESCO

Date of creation: 17 November 1947, by 4092 Presidential decrees. On 4 June 1983, by agreement no 1436 of the Executive Committee of the Council of Ministers, the Ministry of Foreign Affairs is officially assigned again, as an Inter-Agency Commission.

Status: Governmental, attached to the Ministry of Foreign Affairs. The Cuban National Commission is part of the Ministry of Foreign Affairs and is under the direct supervision of the Vice-Minister for Multilateral Affairs. However, it conducts its activities autonomously in direct contact with the Ministries of Education; Higher Education; Culture; Science, Technology and the Environment; and Informatics and Communications. It maintains permanent relations with their respective leaders thereby ensuring close and constructive relations on all matters relating to UNESCO's areas of competence. It also conducts direct exchanges with the Permanent Delegation in Paris.

Budget: The National Commission's budget is allocated by the Ministry of Foreign Affairs and covers staff salaries and current expenditure. The Commission does not raise extrabudgetary funds. It has its own bank account enabling it to make transactions in Cuban and foreign currency.



CURAÇAO National Commission for UNESCO

Date of creation: 15 March 2012

Status: A Governmental Commission, which is attached to the Ministry of Education, Science, Culture and Sports (ESCS).

Budget: The National Commission shares an article on the budget of the Policy Department of the Ministry of ESCS and covers the salary of the 2 workers in the Secretariat. It does not have its own budget but relies on the budget of the Policy Section. On occasion, funds are raised by means of sponsorships to implement specific projects. The Commission has its own bank account enabling it to make financial transactions. The Commission is housed in the Ministry of ESCS.

Organizational chart:

CHAIRPERSON

Minister of Education, Science, Culture and Sports

SECRETARY-GENERAL

The Secretary General is a senior civil servant appointed by the Government of Curaçao from the Ministry of ESCS.

He/she reports directly to the Minister and Policy Director of the Ministry.

SECRETARIAT

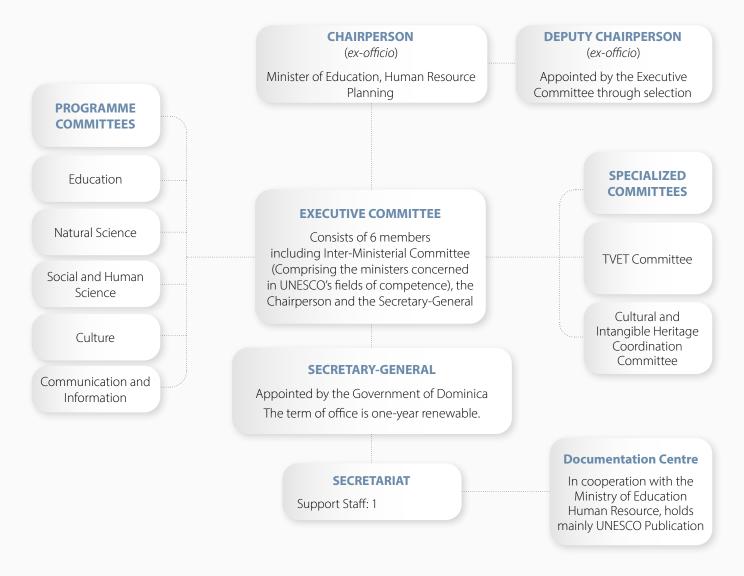
Interns: 1 or 2 Volunteers: 1 to 5

DOMINICA National Commission for UNESCO

Date of creation: 9 January 1979

Status: Governmental, attached to the Ministry of Education, Human Resource Planning, Vocational Training and National Excellence. The Commission has regular relations with other Ministries and Government Bodies and maintain direct interface with the UNESCO Cluster Officer in Jamaica.

Budget: The National Commission Budget is provided for by the the Government of Dominica to cover operating costs. Staff salaries, travels, current expenses, implementation of activities and programmes. The Commission does not raise extra-budgetary funds.



ECUADORIAN National Commission for Cooperation

with UNESCO

Date of creation: 16 November 1945

Status: Governmental, attached to the Ministry of Foreign Affairs and Human Mobility. Inter-ministerial cooperation is ensured through the participation of the Ministers or their delegate in the General Assembly. The Commission has regular relations with line Ministries and has a direct interface with the Permanent Delegation in Paris.

Budget: The Commission's budget is part of the Ministry of Foreign Affairs and Human Mobility's budget. It is mainly used to cover staff salaries and operating costs. The Commission does not raise extra-budgetary funds and has no bank account.

Location: The Secretariat of the National Commission is located within the offices of the Ministry of Foreign Affairs and Human Mobility.

Organizational chart:

CHAIRPERSON

Minister of Foreign Affairs and Human Mobility

GENERAL ASSEMBLY (COMMISSIONERS)

Composed of 8 members:

the Minister of Foreign Affairs and Human Mobility or his/her delegate; the Minister of Culture or his/her delegate; the Minister of Education or his/her delegate; the Minister of Tourism or his/her delegate, the Minister Production, Foreign Trade, Investment and Fishing; the Secretary of Higher Education, Science, Technology and Innovation; the Minister of Environment or his/her delegate.

EXECUTIVE SECRETARY

(full-time)

Appointed by the Minister of Foreign Affairs and Human Mobility

DEPUTY SECRETARYGENERAL

(ex-officio)

Appointed by the Minister of Foreign Affairs and Human Mobility

SECRETARIAT

Professional: 1 Support staff: 1

GRENADA National Commission for UNESCO

Date of creation: 1984

Organizational chart:

CHAIRPERSON

Minister of Education, Culture, Science and Technology

PERMANENT SECRETARY

Chief Education Officer Ministry of Education, Culture, Science and Technology

SECRETARY-GENERAL

GUYANA National Commission for UNESCO

Date of creation: 1978



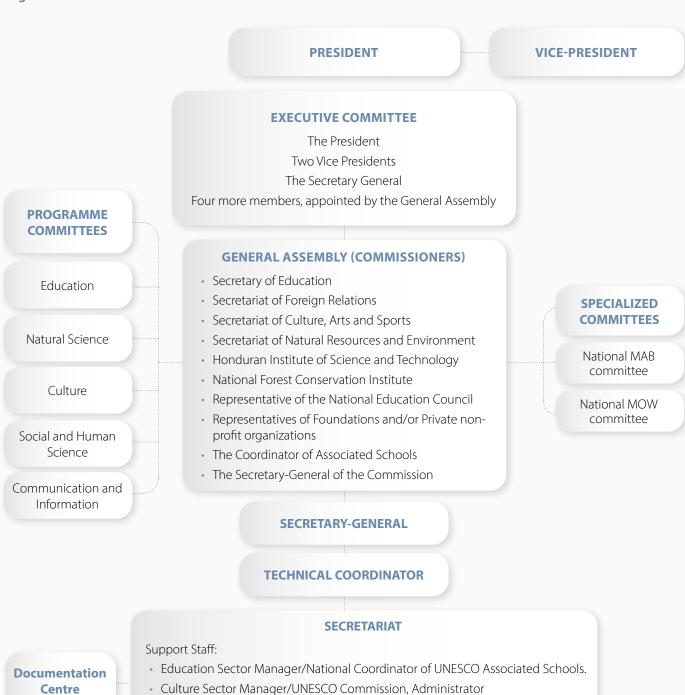
HONDURAS Commission for Cooperation with UNESCO

Date of creation: 1948

Status: The Honduran Commission for Cooperation with UNESCO is permanently active with Governmental and non-Governmental Institutions and NGOs.

Budget: The National Commission does not have an established budget to carry out activities in UNESCO's areas of competence (Education, Science, Culture, Information and Communication), and it counts on the valuable support provided by the Participation Programme with the presentation of projects every two years.

Organizational chart:



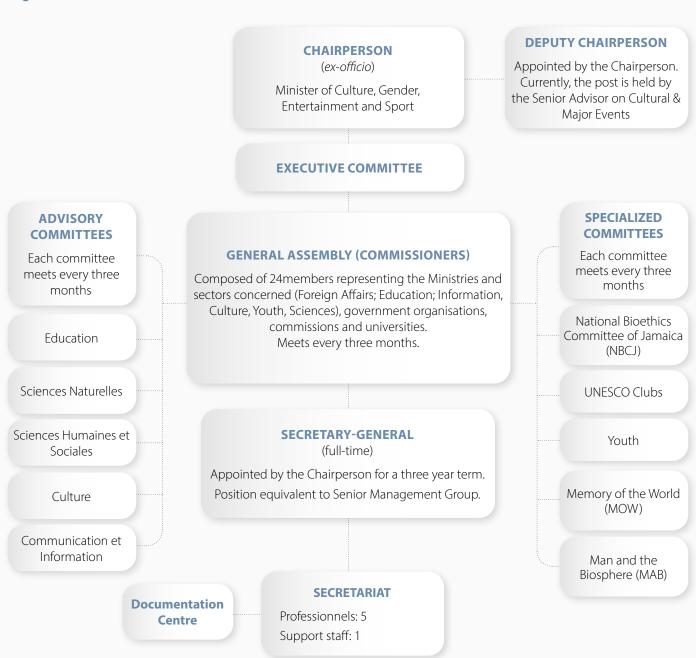
Communication and Information Sector Manager/Social and Human Sciences
 Administration Assistant/support to the Natural and Exact Sciences Sector
 Executive Assistant, support to the Natural and Exact Sciences Sector.

JAMAICA National Commission for UNESCO

Date of creation: February 1965

Status: Governmental, attached to the Ministry of Culture, Gender, Entertainment and Sport. Inter-ministerial co-operation is ensured through the participation of relevant Ministries in the General Assembly. The Commission has regular contacts with line ministries and other government bodies and maintains direct interface with the Permanent Delegation to UNESCO as well as private sector, academia, civic society and NGOs.

Budget: The National Commission's budget is provided by the Government to cover operating costs, staff salaries, travels, current expenses, implementation of activities and programmes and payment of UNESCO contributions to World Heritage, ICH, IFCD and member state dues. The Commission does not raise extra-budgetary funds. The Commission has its own bank account from where the payments are made and funds are received.



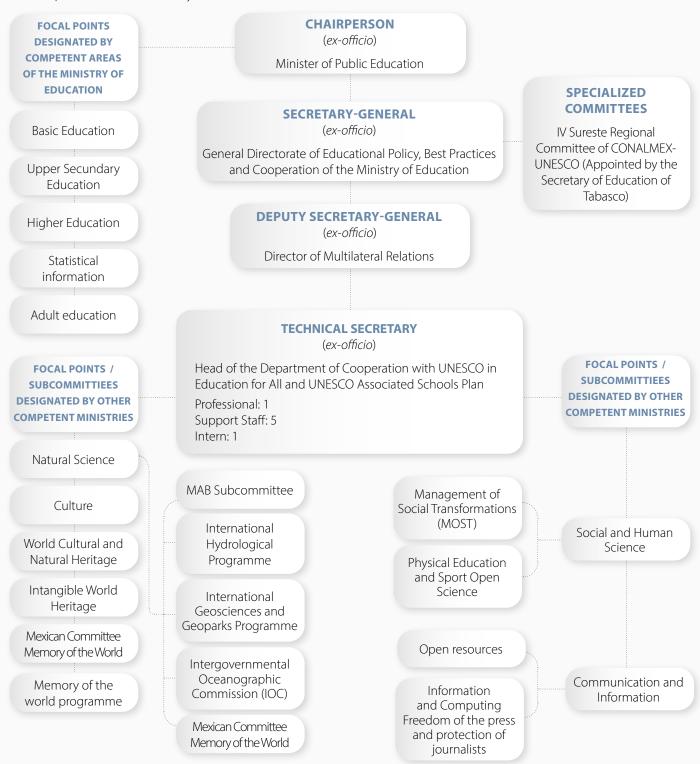
MEXICAN Commission for Cooperation with UNESCO

Date of creation: 29 April 1967

Status: Governmental, attached to the Ministry of Education. The Commission has formal relations with other vinculated Ministries. It maintains direct cooperation with the Permanent Delegation of Mexico to UNESCO, which is attached to the Ministry of Foreign Affairs.

Budget: The Commission's budget is part of the Ministry of Education budget. It is used chiefly to cover staff salaries, running and operating costs. The Commission does not raise extra-budgetary funds. The Commissions has its own bank accounts enabling it to make financial transactions.

Organizational chart: The Secretariat of the Commission is housed in the General Directorate of Educational Policy, Best Practices and Cooperation of the Ministry of Education.



NICARAGUAN National Commission for cooperation

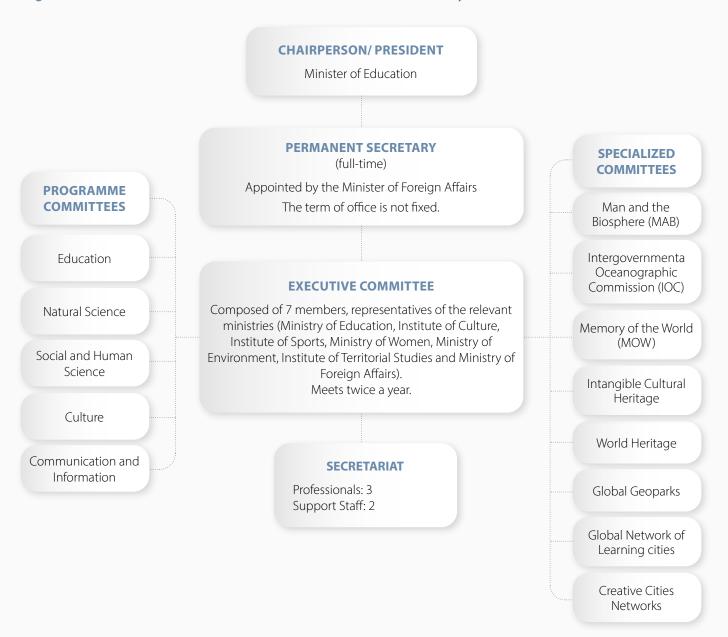
with UNESCO

Date of creation: 22 February 1952

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

Budget: The National Commission's budget, provided by the Ministry of Education, covers operating and operating expenses. The Commission does not raises extra-budgetary funds. The Commission does not have its own bank account.

Organizational chart: The Secretariat of the Commission is located at the Ministry of Education.

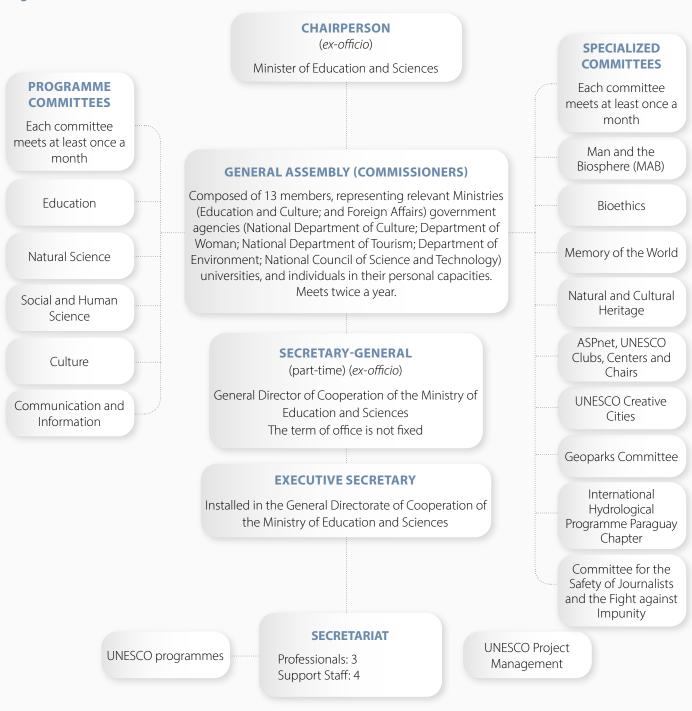


PARAGUAY National Commission for cooperation with UNESCO

Date of creation: 25 October 1955, by Governmental decree.

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

Budget: The budget of the National Commissions is provided by the Ministry of Education and Sciences and covers staff salaries, running and operating costs. The Commission does not raise extra-budgetary funds.



PERUVIAN National Commission for cooperation with UNESCO

Date of creation: 20 October 1947, by a Supreme Decree.

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

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

Organizational Chart:

CHAIRPERSON

(ex-officio)

Minister of Education

EXECUTIVE COMMITTEE

Composed of 5 members, including the Secretary-General and the Chairs of the Programme Committees.

Chaired by the Vice-Minister of Education.

Meets twice a year.

Committee on Education

Meets five times a year Minister of Education

Committee on Sciencies

Meets five times a year Minister of Education

Committee on Culture and Communication

Meets five times a year Minister of Education

GENERAL ASSEMBLY (COMMISSIONERS)

The General Assembly is made up of the following institutions:

The Ministry of Education (MINEDU), the Peruvian Agency for International Cooperation (APCI), the National Education Council (CNE), the National Council for Science, Technology and Technological Innovation (CONCYTEC), the Ministry of Culture (MINCUL), the Ministry of Environment (MINAM), the Ministry of Women and Vulnerable Populations (MIMP), the Ministry of Foreign Affairs (RREE), the National Secretariat of Youth (SENAJU), the National Superintendence of University Higher Education (SUNEDU) and the National Scholarship and Educational Credit Programme (PRONABEC).

Meets twice a year.

SECRETARY-GENERAL

(ex-officio)

Appointed by the Chairperson.

In charge of the Division of International Cooperation in the Ministry of Education. The term of office is not fixed.

Documentation centre

Website in construction comiunesco@minedu.gob.pe

SECRETARIAT

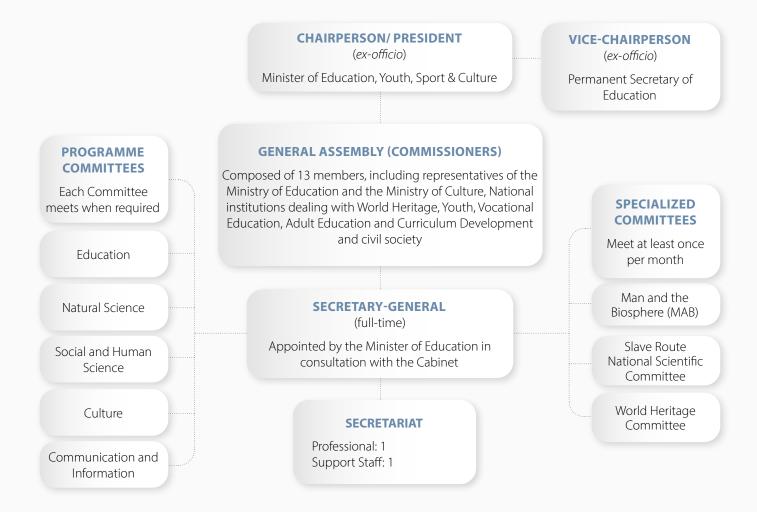
Coordinators: 2 Professionals: 2

SAINT KITTS AND NEVIS National Commission for UNESCO

Date of creation: September 1991

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

Budget: The budget of the St. Kitts Nevis National Commission for UNESCO is provided by the Government and covers staff salaries, operating and travel costs. The Commission does not raise extra-budgetary funds.

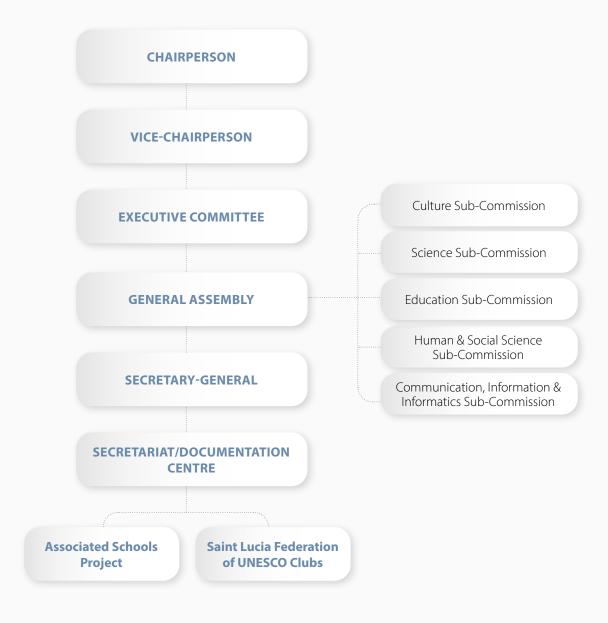


SAINT LUCIA National Commission for UNESCO

Date of Creation: 2 February 1981

Status: Governmental Unit within the Ministry of Education, Sustainable Development, Innovation, Science, Technology and Vocational Training.

Budget: Recurrent expenditure is approximately \$276 902.00 EC dollars (101,918 USD) annually.

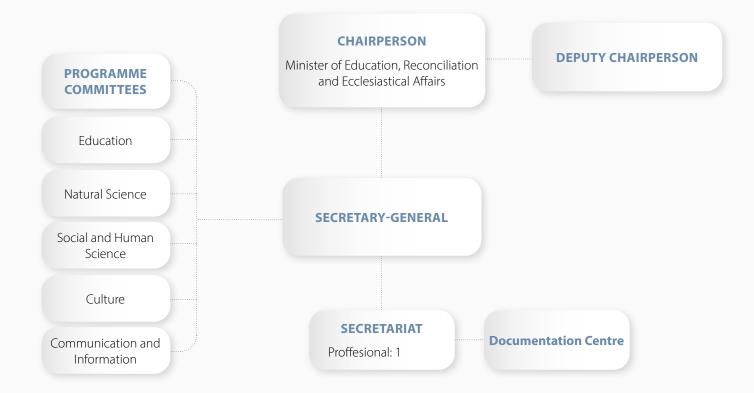


SAINT VINCENT AND THE GRENADINES National

Commission for UNESCO

Date of Creation: 14 January 1983

Budget: None



SINT MAARTEN National Commission for UNESCO

Date of Creation: 2012



SURINAME National Commission for UNESCO

Date of Creation: 1976



TRINIDAD AND TOBAGO National Commission for UNESCO

Date of Creation: 1970



National Commission of URUGUAY for UNESCO

Date of creation: 7 September 1948

Status: Governmental, structurally attached to the Ministry of Education and Culture.

Budget: The budget of the Commission, provided by the Ministry of Education and Culture, covers staff salaries and running costs (e.g. rentals, communication, travels, etc.). The Commission has its own bank account enabling it to make financial transactions.

Organizational chart:

CHAIRPERSON

Minister or Vice-Minister of Education and Culture. Currently, the post is occupied by the Vice-Minister.

GENERAL ASSEMBLY (COMMISSIONERS)

Composed by the Chairperson, the Secretary-General, and representatives of the Minister of Education and Culture, the Minister of Foreign Affairs, the University of the Republic, the Uruguayan Agency for International Cooperation of Presidency of the Republic, and the National Administration of Public Education.

SECRETARY-GENERAL

(full-time)

Appointed by the Minister of Education and Culture

SECRETARIAT

Professionals: 2

Part-time assistant: 1

PART III

■ INDICATORS ON NATIONAL COMMISSIONS' STATUS, COMPOSITION AND RESOURCES

Part III of the publication summarizes the results of the global survey distributed to National Commissions for UNESCO in October 2022. The purpose of the survey was twofold: to provide an empirical evidence base on the issues highlighted in this publication and to map recent developments and challenges faced by National Commissions.

This new edition of the publication "Architecture of National Commissions for UNESCO" comes almost 10 years after the General Conference endorsed the Action Plan for enhancing the cooperation of the UNESCO Secretariat with National Commissions¹ which, inter alia, called for a review of the status, structure and legal framework of National Commissions to ensure that they have the necessary authority, capacity and expertise to work effectively in UNESCO's areas of competence. The General Conference invited Member States and the Secretariat to implement the Action Plan.

The findings of the global survey will provide an updated picture of the operational capacities of National Commissions and the changes that may have taken place in countries in line with the Action Plan. They can serve as a basis for further capacity building and policy making, by helping Member States and the Secretariat to better understand what steps can or should be taken to further improve the effectiveness of National Commissions.

It is with great appreciation that we acknowledge the invaluable contribution of 101 National Commissions to this global exercise. The following statistics are based on the analysis of their replies to the questionnaire presented in full in Annex 1 of the publication. All answers were treated anonymously based on the geographical distribution of participants by region.

¹ This Action Plan was adopted by the General Conference at its 37th session in 2013 (37 C/Resolution 97) as part of the Report of the open-ended tripartite working group (composed of representatives of the Permanent Delegations, National Commissions and UNESCO Secretariat) on the follow up to the 2011 review of the conperation of the UNESCO Secretariat with National Commissions for UNESCO (IOS/EVS/PI/112)

■ DESCRIPTION OF THE GLOBAL SURVEY

The Global Survey was launched through the Monthly letter of National Commissions and conducted as part of the preparation of this publication. The main objective of this survey was to enrich the publication and provide an empirical database on the issues we would like to highlight through this document. In addition, our intention was to understand, though this survey, some concrete information about the degree of operational organization of National Commissions as well as the main challenges they face so we can jointly work towards identifying targeted solutions.

The survey was launched both in English and French with a focus on the following 11 thematic axes: 1) Status, Structure, and Cooperation; 2) Internal Consultation Mechanism; 3) Performance Management; 4) Operational Management; 5) Communication Management; 6) Daily Challenges; 7) Cooperation with national stakeholders other than the governments; 8) Alignment with UNESCO's Global Priorities; 9) Participation of National Commission in priority actions of UNESCO; 10) Future Priorities; and, finally, 11) Mobility/Rotation. Each section had 2 to 4 sub-questions for a total of 27 single or multiple-choice questions.

Methodology and analysis

The quantitative and qualitative analysis of the collected data was performed based on the geographical distribution of the participants by region. The survey analysis used crosstabulations and charts in order to summarize the data and to facilitate the visualization of results, such as the survey response rate and the breakdown of categorical and ordinal data.

Confidentiality of survey responses

All responses were treated anonymously, and results were analyzed by geographical region and detailed in crosstabs. No association of any survey response with a specific respondent or National Commission took place.

Participation

101 out of 200 National Commissions participated and submitted their answers achieving an overall participation rate of 50,5%, distributed as follows:

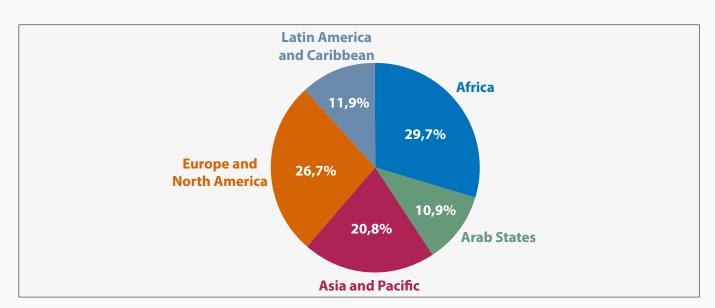


Figure 1: Distribution of the collected answers per region

| Distribution of answers per region | | | | | | | |
|------------------------------------|-------------------|--|--|--|--|--|--|
| | Number of answers | | | | | | |
| Africa | 30 | | | | | | |
| Arab States | 11 | | | | | | |
| Asia and the Pacific | 21 | | | | | | |
| Europe and North America | 27 | | | | | | |
| Latin America and the Caribbean | 12 | | | | | | |
| Total | 101 | | | | | | |

The following information is a summary of the results from the global survey.

| | | | | | 1. STA | TUS, STI | RUCTURE, AND CO | OPERAT | ION | | | |
|--------------------------|--|-----|--------|------------------|--------|-----------|--|--------|-----------|---|-----|--------|
| REGION | Legal Administrative instruments | N. | % | Status review | N. | % | Involvement/ support towards other National Commissions | N. | % | Mechanism of interaction with the UNESCO field Office | N. | % |
| | Yes | 17 | 56,7% | Yes | 15 | 50,0% | Yes | 21 | 70,0% | Yes | 20 | 66,7% |
| Africa 30 National | No | 7 | 23,3% | No | 11 | 36,7% | No | 6 | 20,0% | No | 4 | 13,3% |
| Commissions | Partially | 5 | 16,7% | Partially | 3 | 10,0% | Partially | 3 | 10,0% | Partially | 5 | 16,7% |
| replied | Other | 1 | 3,3% | Other | 1 | 3,3% | Other | 0 | 0,0% | Other | 1 | 3,3% |
| | Total | 30 | | Total | 30 | | Total | 30 | | Total | 30 | |
| | | | 72.70/ | V | | E 4 E 0 / | \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ | | E 4 E 0 / | V | | 62.60/ |
| Arab States | Yes | 8 | 72,7% | Yes | 6 | 54,5% | Yes | 6 | 54,5% | Yes | 7 | 63,6% |
| 11 National | No | 2 | 18,2% | No | 2 | 18,2% | No | 2 | 18,2% | No | 0 | 0,0% |
| Commissions | Partially | 1 | 9,1% | Partially | 3 | 27,3% | Partially | 3 | 27,3% | Partially | 4 | 36,4% |
| replied | Other | 0 | 0,0% | Other | 0 | 0,0% | Other | 0 | 0,0% | Other | 0 | 0,0% |
| | Total | 11 | | Total | 11 | | Total | 11 | | Total | 11 | |
| Asia and the | Yes | 6 | 28,6% | Yes | 9 | 42,9% | Yes | 8 | 38,1% | Yes | 15 | 71,4% |
| Pacific | No | 8 | 38,1% | No | 8 | 38,1% | No | 9 | 42,9% | No | 2 | 9,5% |
| 21 National | Partially | 4 | 19,0% | Partially | 3 | 14,3% | Partially | 3 | 14,3% | Partially | 3 | 14,3% |
| Commissions | Other | 3 | 14,3% | Other | 1 | 4,8% | Other | 1 | 4,8% | Other | 1 | 4,8% |
| replied | Total | 21 | | Total | 21 | | Total | 21 | | Total | 21 | |
| Europe and | Yes | 15 | 55.6% | Yes | 16 | 59.3% | Yes | 17 | 63.0% | Yes | 6 | 22.2% |
| North America | No | 5 | 18,5% | No | 4 | 14,8% | No | 2 | 7,4% | No | 17 | 63,0% |
| 27 National | Partially | 1 | 3,7% | Partially | 2 | 7,4% | Partially | 5 | 18,5% | Partially | 3 | 11,1% |
| Commissions | Other | 6 | 22,2% | Other | 5 | 18,5% | Other | 3 | 11,1% | Other | 1 | 3,7% |
| replied | Total | 27 | | Total | 27 | | Total | 27 | | Total | 27 | |
| Latin America | Yes | 3 | 25.0% | Yes | 5 | 41,7% | Yes | 5 | 41,7% | Yes | 8 | 66,7% |
| and the | No | 7 | 58,3% | No | 5 | 41,7% | No | 3 | 25,0% | No | 1 | 8,3% |
| Caribbean 12 National | Partially | 2 | 16,7% | Partially | 1 | 8,3% | Partially | 3 | 25,0% | Partially | 3 | 25,0% |
| Commissions | Other | 0 | 0,0% | Other | 1 | 8,3% | Other | 1 | 8,3% | Other | 0 | 0,0% |
| replied | Total | 12 | | Total | 12 | | Total | 12 | | Total | 12 | |
| | Yes | 49 | 48,5% | Yes | 51 | 50,5% | Yes | 57 | 56,4% | Yes | 56 | 55,4% |
| Total | No | 29 | 28,7% | No | 30 | 29,7% | No | 22 | 21,8% | No | 24 | 23,8% |
| 101 National | Partially | 13 | 12,9% | Partially | 12 | 11,9% | Partially | 17 | 16,8% | Partially | 18 | 17,8% |
| Commissions | Other | 10 | 9,9% | Other | 8 | 7,9% | Other | 5 | 5,0% | Other | 3 | 3,0% |
| replied | Total | 101 | | Total | 101 | | Total | 101 | | Total | 101 | |

^{*}Multiple-choice question

N. - Number of replies in regard to the total of replies received.

^{% -} Percentage of replies in regard to the total of replies reveived.

| REGION | 2 | - INTERN | IAL CON | SULTATION MECHANISM | | |
|--|--|---|--|--|--|--|
| REGION | Consultation with the Chairperson/President | N. | % | General Assembly/Executive Committee meeting | N. | % |
| | Daily | 7 | 23,3% | Monthly | 1 | 3,3% |
| | Monthly | 3 | 10,0% | Quarterly | 6 | 20,0% |
| Africa | Quarterly | 5 | 16,7% | Twice per year | 8 | 26,7% |
| 30 National | Twice per year | 0 | 0,0% | Yearly | 7 | 23,3% |
| Commissions | Yearly | 0 | 0,0% | Other | 8 | 26,7% |
| replied | Weekly | 9 | 30,0% | | | |
| | Other | 6 | 20,0% | | | |
| | Total | 30 | | Total | 30 | |
| | Daily | 4 | 36,4% | Monthly | 2 | 18,2% |
| | Monthly | 1 | 9,1% | Quarterly | 0 | 0,0% |
| Arab States | Quarterly | 0 | 0,0% | Twice per year | 3 | 27,3% |
| 11 National | Twice per year | 0 | 0,0% | Yearly | 4 | 36,4% |
| Commissions | Yearly | 0 | 0,0% | Other | 2 | 18,2% |
| replied | Weekly | 5 | 45,5% | | | |
| | Other | 1 | 9,1% | | | |
| | Total | 11 | | Total | 11 | |
| | Daily | 1 | 4,8% | Monthly | 0 | 0,0% |
| | Monthly | 5 | 23,8% | Quarterly | 2 | 9,5% |
| Asia and the | Quarterly | 2 | 9,5% | Twice per year | 5 | 23,8% |
| Pacific | Twice per year | 1 | 4,8% | Yearly | 8 | 38,1% |
| 21 National | Yearly | 5 | 23,8% | Other | 6 | 28,6% |
| Commissions replied | Weekly | 2 | 9,5% | Other | 0 | 20,070 |
| replied | Other | 5 | 23,8% | | | |
| | Total | 21 | 23,070 | Total | 21 | |
| | IViai | | | Total | | |
| | | | 18.5% | | | 7.4% |
| | Daily | 5 | 18,5% | Monthly | 2 | 7,4% |
| Europe and | Daily Monthly | 5 9 | 33,3% | Monthly Quarterly | 2 14 | 51,9% |
| Europe and North America | Daily Monthly Quarterly | 5 9 | 33,3% 3,7% | Monthly Quarterly Twice per year | 2 14 5 | 51,9% 18,5% |
| North America 27 National | Daily Monthly Quarterly Twice per year | 5 9 1 0 | 33,3% 3,7% 0,0% | Monthly Quarterly Twice per year Yearly | 2 14 5 | 51,9% 18,5% 18,5% |
| North America 27 National Commissions | Daily Monthly Quarterly Twice per year Yearly | 5 9 1 0 | 33,3% 3,7% 0,0% 0,0% | Monthly Quarterly Twice per year | 2 14 5 | 51,9% 18,5% |
| North America 27 National | Daily Monthly Quarterly Twice per year Yearly Weekly | 5 9 1 0 0 | 33,3% 3,7% 0,0% 0,0% 44,4% | Monthly Quarterly Twice per year Yearly | 2 14 5 | 51,9% 18,5% 18,5% |
| North America 27 National Commissions | Daily Monthly Quarterly Twice per year Yearly Weekly Other | 5 9 1 0 0 12 | 33,3% 3,7% 0,0% 0,0% | Monthly Quarterly Twice per year Yearly Other | 2 14 5 5 | 51,9% 18,5% 18,5% |
| North America 27 National Commissions | Daily Monthly Quarterly Twice per year Yearly Weekly Other | 5 9 1 0 0 12 0 | 33,3% 3,7% 0,0% 0,0% 44,4% 0,0% | Monthly Quarterly Twice per year Yearly Other | 2 14 5 5 1 | 51,9% 18,5% 18,5% 3,7% |
| North America 27 National Commissions | Daily Monthly Quarterly Twice per year Yearly Weekly Other Total Daily | 5 9 1 0 0 12 0 27 | 33,3% 3,7% 0,0% 0,0% 44,4% 0,0% | Monthly Quarterly Twice per year Yearly Other Total Monthly | 2 14 5 5 1 27 | 51,9% 18,5% 18,5% 3,7% |
| North America 27 National Commissions | Daily Monthly Quarterly Twice per year Yearly Weekly Other Total Daily Monthly | 5 9 1 0 0 12 0 27 | 33,3% 3,7% 0,0% 0,0% 44,4% 0,0% | Monthly Quarterly Twice per year Yearly Other Total Monthly Quarterly | 2 14 5 5 1 27 0 | 51,9% 18,5% 18,5% 3,7% 0,0% 41,7% |
| North America 27 National Commissions replied Latin America and the | Daily Monthly Quarterly Twice per year Yearly Weekly Other Total Daily Monthly Quarterly | 5 9 1 0 0 12 0 27 | 33,3% 3,7% 0,0% 0,0% 44,4% 0,0% 0,0% 41,7% | Monthly Quarterly Twice per year Yearly Other Total Monthly Quarterly Twice per year | 2 14 5 5 1 27 0 5 | 51,9% 18,5% 18,5% 3,7% 0,0% 41,7% 0,0% |
| North America 27 National Commissions replied Latin America and the Caribbean | Daily Monthly Quarterly Twice per year Yearly Weekly Other Total Daily Monthly Quarterly Twice per year | 5 9 1 0 0 12 0 27 0 0 5 | 33,3% 3,7% 0,0% 0,0% 44,4% 0,0% 0,0% 41,7% 0,0% | Monthly Quarterly Twice per year Yearly Other Total Monthly Quarterly Twice per year Yearly | 2 14 5 5 1 27 0 5 0 | 51,9% 18,5% 18,5% 3,7% 0,0% 41,7% 0,0% |
| North America 27 National Commissions replied Latin America and the | Daily Monthly Quarterly Twice per year Yearly Weekly Other Total Daily Monthly Quarterly Twice per year Yearly | 5 9 1 0 0 12 0 27 0 0 5 0 | 33,3% 3,7% 0,0% 0,0% 44,4% 0,0% 0,0% 41,7% 0,0% | Monthly Quarterly Twice per year Yearly Other Total Monthly Quarterly Twice per year | 2 14 5 5 1 27 0 5 | 51,9% 18,5% 18,5% 3,7% 0,0% 41,7% 0,0% |
| North America 27 National Commissions replied Latin America and the Caribbean 12 National | Daily Monthly Quarterly Twice per year Yearly Weekly Other Total Daily Monthly Quarterly Twice per year Yearly Weekly Monthly Quarterly Twice per year Yearly Weekly | 5 9 1 0 0 12 0 27 0 0 5 0 | 33,3% 3,7% 0,0% 0,0% 44,4% 0,0% 0,0% 41,7% 0,0% 0,0% | Monthly Quarterly Twice per year Yearly Other Total Monthly Quarterly Twice per year Yearly | 2 14 5 5 1 27 0 5 0 | 51,9% 18,5% 18,5% 3,7% 0,0% 41,7% 0,0% |
| North America 27 National Commissions replied Latin America and the Caribbean 12 National Commissions | Daily Monthly Quarterly Twice per year Yearly Weekly Other Total Daily Monthly Quarterly Twice per year Yearly Weekly Other Other | 5 9 1 0 0 12 0 27 0 0 5 0 0 | 33,3% 3,7% 0,0% 0,0% 44,4% 0,0% 0,0% 41,7% 0,0% | Monthly Quarterly Twice per year Yearly Other Total Monthly Quarterly Twice per year Yearly Other | 2 14 5 5 1 27 0 5 0 0 7 | 51,9% 18,5% 18,5% 3,7% 0,0% 41,7% 0,0% |
| North America 27 National Commissions replied Latin America and the Caribbean 12 National Commissions | Daily Monthly Quarterly Twice per year Yearly Weekly Other Total Daily Monthly Quarterly Twice per year Yearly Weekly Monthly Quarterly Twice per year Yearly Weekly | 5 9 1 0 0 12 0 27 0 0 5 0 | 33,3% 3,7% 0,0% 0,0% 44,4% 0,0% 0,0% 41,7% 0,0% 0,0% | Monthly Quarterly Twice per year Yearly Other Total Monthly Quarterly Twice per year Yearly | 2 14 5 5 1 27 0 5 0 | 51,9% 18,5% 18,5% 3,7% 0,0% 41,7% 0,0% |
| North America 27 National Commissions replied Latin America and the Caribbean 12 National Commissions | Daily Monthly Quarterly Twice per year Yearly Weekly Other Total Daily Monthly Quarterly Twice per year Yearly Weekly Other Total Daily Monthly Quarterly Twice per year Yearly Weekly Other Total | 5 9 1 0 0 12 0 27 0 0 5 0 0 0 7 12 | 33,3% 3,7% 0,0% 0,0% 44,4% 0,0% 0,0% 41,7% 0,0% 0,0% 58,3% | Monthly Quarterly Twice per year Yearly Other Total Monthly Quarterly Twice per year Yearly Other Total Monthly Monthly Twice per year Yearly Other | 2 14 5 5 1 27 0 5 0 7 | 51,9% 18,5% 18,5% 3,7% 0,0% 41,7% 0,0% 58,3% |
| North America 27 National Commissions replied Latin America and the Caribbean 12 National Commissions | Daily Monthly Quarterly Twice per year Yearly Weekly Other Total Daily Monthly Quarterly Twice per year Yearly Weekly Other Total Daily Monthly Quarterly Twice per year Yearly Weekly Other Total Daily Monthly | 5 9 1 0 0 12 0 27 0 0 5 0 0 7 12 | 33,3% 3,7% 0,0% 0,0% 44,4% 0,0% 0,0% 41,7% 0,0% 0,0% 58,3% | Monthly Quarterly Twice per year Yearly Other Total Monthly Quarterly Twice per year Yearly Other Total Monthly Quarterly Twice per year Yearly Other | 2 14 5 5 1 27 0 5 0 0 7 | 51,9% 18,5% 18,5% 3,7% 0,0% 41,7% 0,0% 58,3% |
| North America 27 National Commissions replied Latin America and the Caribbean 12 National Commissions | Daily Monthly Quarterly Twice per year Yearly Weekly Other Total Daily Monthly Quarterly Twice per year Yearly Weekly Other Total Daily Monthly Quarterly Twice per year Yearly Weekly Other Total Daily Monthly Quarterly Other | 5 9 1 0 0 12 0 27 0 0 5 0 0 0 7 12 | 33,3% 3,7% 0,0% 0,0% 44,4% 0,0% 0,0% 41,7% 0,0% 0,0% 58,3% 16,8% 17,8% | Monthly Quarterly Twice per year Yearly Other Total Monthly Quarterly Twice per year Yearly Other Total Monthly Quarterly Twice per year Yearly Other | 2 14 5 5 1 27 0 5 0 7 | 51,9% 18,5% 18,5% 3,7% 0,0% 41,7% 0,0% 58,3% 5,0% 26,7% 20,8% |
| North America 27 National Commissions replied Latin America and the Caribbean 12 National Commissions replied Total 101 National | Daily Monthly Quarterly Twice per year Yearly Weekly Other Total Daily Monthly Quarterly Twice per year Yearly Weekly Other Total Daily Monthly Quarterly Twice per year Yearly Weekly Other Total Daily Monthly Quarterly Total Daily Monthly Quarterly Twice per year | 5 9 1 0 0 12 0 27 0 0 5 0 0 7 12 17 18 13 | 33,3% 3,7% 0,0% 0,0% 44,4% 0,0% 0,0% 41,7% 0,0% 0,0% 58,3% 16,8% 17,8% 12,9% | Monthly Quarterly Twice per year Yearly Other Total Monthly Quarterly Twice per year Yearly Other Total Monthly Quarterly Twice per year Yearly Total Monthly Quarterly Total | 2 14 5 5 1 27 0 5 0 0 7 12 5 27 21 24 | 51,9% 18,5% 18,5% 3,7% 0,0% 41,7% 0,0% 58,3% 5,0% 26,7% 20,8% 23,8% |
| North America 27 National Commissions replied Latin America and the Caribbean 12 National Commissions replied Total 101 National Commissions | Daily Monthly Quarterly Twice per year Yearly Weekly Other Total Daily Monthly Quarterly Twice per year Yearly Weekly Other Total Daily Monthly Quarterly Twice per year Yearly Weekly Other Total Daily Monthly Quarterly Total Total Daily Monthly Yearly Twice per year | 5 9 1 0 0 12 0 27 0 0 5 0 0 0 7 12 17 18 13 1 5 | 33,3% 3,7% 0,0% 0,0% 44,4% 0,0% 0,0% 41,7% 0,0% 0,0% 58,3% 16,8% 17,8% 12,9% 1,0% 5,0% | Monthly Quarterly Twice per year Yearly Other Total Monthly Quarterly Twice per year Yearly Other Total Monthly Quarterly Twice per year Yearly Other | 2 14 5 5 1 27 0 5 0 0 7 | 51,9% 18,5% 18,5% 3,7% 0,0% 41,7% 0,0% 58,3% 5,0% 26,7% 20,8% |
| North America 27 National Commissions replied Latin America and the Caribbean 12 National Commissions replied Total 101 National | Daily Monthly Quarterly Twice per year Yearly Weekly Other Total Daily Monthly Quarterly Twice per year Yearly Weekly Other Total Daily Twice per year Yearly Weekly Other Total Daily Total Daily Monthly Quarterly Tivice per year Yearly Weekly Other Total Daily Monthly Quarterly Twice per year Yearly Weekly | 5 9 1 0 0 12 0 27 0 0 5 0 0 7 12 17 18 13 1 1 5 28 | 33,3% 3,7% 0,0% 0,0% 44,4% 0,0% 0,0% 41,7% 0,0% 0,0% 58,3% 16,8% 17,8% 12,9% 1,0% 5,0% 27,7% | Monthly Quarterly Twice per year Yearly Other Total Monthly Quarterly Twice per year Yearly Other Total Monthly Quarterly Twice per year Yearly Total Monthly Quarterly Total | 2 14 5 5 1 27 0 5 0 0 7 12 5 27 21 24 | 51,9% 18,5% 18,5% 3,7% 0,0% 41,7% 0,0% 58,3% 5,0% 26,7% 20,8% 23,8% |
| North America 27 National Commissions replied Latin America and the Caribbean 12 National Commissions replied Total 101 National Commissions | Daily Monthly Quarterly Twice per year Yearly Weekly Other Total Daily Monthly Quarterly Twice per year Yearly Weekly Other Total Daily Monthly Quarterly Twice per year Yearly Weekly Other Total Daily Monthly Quarterly Total Total Daily Monthly Yearly Twice per year | 5 9 1 0 0 12 0 27 0 0 5 0 0 0 7 12 17 18 13 1 5 | 33,3% 3,7% 0,0% 0,0% 44,4% 0,0% 0,0% 41,7% 0,0% 0,0% 58,3% 16,8% 17,8% 12,9% 1,0% 5,0% | Monthly Quarterly Twice per year Yearly Other Total Monthly Quarterly Twice per year Yearly Other Total Monthly Quarterly Twice per year Yearly Total Monthly Quarterly Total | 2 14 5 5 1 27 0 5 0 0 7 12 5 27 21 24 | 51,9% 18,5% 18,5% 3,7% 0,0% 41,7% 0,0% 58,3% 5,0% 26,7% 20,8% 23,8% |

^{*}Multiple-choice question
N. - Number of replies in regard to the total of replies received.
% - Percentage of replies in regard to the total of replies reveived.

| | | | 3 – PERI | FORMANCE MANAGEME | NT | | | | |
|------------------------------|---|-----|----------|------------------------------|-----|-------|-----------------------------------|-----|-------|
| REGION | Project implementation on a regular basis | N. | % | Project development planning | N. | % | Design tools/princiles (i.e. RBM) | N. | % |
| | Yes | 24 | 80,0% | Collaborative planning | 18 | 75,0% | Never | 1 | 3,3% |
| Africa | No | 6 | 20,0% | Participatory planning | 6 | 25,0% | Rarely | 4 | 13,3% |
| 30 National | | | | | | | Occasionally | 10 | 33,3% |
| Commissions | | | | | | | Regularly | 15 | 50,0% |
| replied | | | | | | | Do not know | 0 | 0,0% |
| | Total | 30 | | Total | 24 | | Total | 30 | |
| | Yes | 10 | 90,9% | Collaborative planning | 6 | 60,0% | Never | 0 | 0,0% |
| Arab States | No | 1 | 9,1% | Participatory planning | 4 | 40,0% | Rarely | 1 | 9,1% |
| 11 National | | | | | | | Occasionally | 4 | 36,4% |
| Commissions replied | | | | | | | Regularly | 5 | 45,5% |
| | | | | | | | Do not know | 1 | 9,1% |
| | Total | 11 | | Total | 10 | | Total | 11 | |
| | Yes | 13 | 61,9% | Collaborative planning | 11 | 84,6% | Never | 3 | 14,3% |
| Asia and the | No | 8 | 38,1% | Participatory planning | 2 | 15,4% | Rarely | 4 | 19,0% |
| Pacific 21 National | | | | | | | Occasionally | 8 | 38,1% |
| Commissions | | | | | | | Regularly | 4 | 19,0% |
| replied | | | | | | | Do not know | 2 | 9,5% |
| | Total | 21 | | Total | 13 | | Total | 21 | |
| | Yes | 21 | 77,8% | Collaborative planning | 20 | 95,2% | Never | 1 | 3,7% |
| Europe and | No | 6 | 22,2% | Participatory planning | 1 | 4,8% | Rarely | 8 | 29,6% |
| North America 27 National | | | | | | | Occasionally | 8 | 29,6% |
| Commissions | | | | | | | Regularly | 7 | 25,9% |
| replied | | | | | | | Do not know | 3 | 11,1% |
| | Total | 27 | | Total | 21 | | Total | 27 | |
| | Yes | 10 | 83,3% | Collaborative planning | 9 | 90,0% | Never | 0 | 0,0% |
| Latin America | No | 2 | 16,7% | Participatory planning | 1 | 10,0% | Rarely | 1 | 8,3% |
| and the Caribbean | | | | | | | Occasionally | 8 | 66,7% |
| 12 National | | | | | | | Regularly | 2 | 16,7% |
| Commissions replied | | | | | | | Do not know | 1 | 8,3% |
| replied | Total | 12 | | Total | 10 | | Total | 12 | 5,5,1 |
| | Yes | 78 | 77% | Collaborative planning | 64 | 82,1% | Never | 5 | 5,0% |
| | No | 23 | 23% | Participatory planning | 14 | 17,9% | Rarely | 18 | 17,8% |
| Total 101 National | | 123 | 2370 | | ' ' | ,5,0 | Occasionally | 38 | 37,6% |
| Commissions | | | | | | | Regularly | 33 | 32,7% |
| replied | | | | | | | Do not know | 7 | 6,9% |
| | Total | 101 | | Total | 78 | | Total | 101 | |

^{*}Multiple-choice question
N. - Number of replies in regard to the total of replies received.
% - Percentage of replies in regard to the total of replies reveived.

| REGION | | 4 - OPER | ATIONAI | L MANAGEMENT | | |
|-----------------------------|--------------------------|----------|---------|------------------------------------|----|--------|
| REGION | Teleconference equipment | N. | % | Biggest challenges in teleworking* | N. | % |
| | Yes | 11 | 36,7% | Lack of relevant equipment | 18 | 60,0% |
| Africa | No | 12 | 40,0% | Unstable internet connection | 17 | 56,7% |
| 30 National | Partly | 7 | 23,3% | Power failure | 7 | 23,3% |
| Commissions | | | | Time difference | 5 | 16,7% |
| replied | | | | Other | 3 | 10,0% |
| | Total | 30 | | Total | 50 | |
| | Yes | 8 | 72,7% | Lack of relevant equipment | 3 | 27,3% |
| | No | 2 | 18,2% | Unstable internet connection | 4 | 36,4% |
| Arab States | Partly | 1 | 9,1% | Power failure | 3 | 27,3% |
| 11 National Commissions | - Tarty | ' | 2,170 | Time difference | 5 | 45,5% |
| replied | | | | Other | 2 | 18,2% |
| | Total | 11 | | Total | 17 | 10,270 |
| | | | | | | |
| | Yes | 11 | 52,4% | Lack of relevant equipment | 6 | 28,6% |
| Asia and the Pacific | No | 6 | 28,6% | Unstable internet connection | 6 | 28,6% |
| 21 National | Partly | 4 | 19,0% | Power failure | 3 | 14,3% |
| Commissions | | | | Time difference | 15 | 71,4% |
| replied | | | | Other | 4 | 19,0% |
| | Total | 21 | | Total | 34 | |
| | Yes | 23 | 85,2% | Lack of relevant equipment | 3 | 11,1% |
| Europe and North | No | 1 | 3,7% | Unstable internet connection | 2 | 7,4% |
| America | Partly | 3 | 11,1% | Power failure | 0 | 0,0% |
| 27 National | | | | Time difference | 5 | 18,5% |
| Commissions replied | | | | Other | 18 | 66,7% |
| | Total | 27 | | Total | 28 | |
| | Yes | 2 | 16,7% | Lack of relevant equipment | 4 | 33,3% |
| Latin America | No | 6 | 50,0% | Unstable internet connection | 5 | 41,7% |
| and the Caribbean | Partly | 4 | 33,3% | Power failure | 1 | 8,3% |
| 12 National | , | | · · · | Time difference | 8 | 66,7% |
| Commissions | | | | Other | 0 | 0,0% |
| replied | Total | 12 | | Total | 18 | |
| | Yes | 55 | 54,5% | Lack of relevant equipment | 34 | 33,7% |
| | No | 27 | 26,7% | Unstable internet connection | 34 | 33,7% |
| Total | Partly | 19 | 18,8% | Power failure | 14 | 13,9% |
| 101 National Commissions | rartiy | 19 | 10,070 | Time difference | 38 | 37,6% |
| | | | | Time difference | 30 | 0// ر |
| replied | | | | Other | 27 | 26,7% |

^{*}Multiple-choice question

N. - Number of replies in regard to the total of replies received. % - Percentage of replies in regard to the total of replies reveived.

| REGION | : | 5- COM | MUNICA | ATION MANAGEMENT | | |
|--|---|---|---|--|---|---|
| REGION | Means of communication* | N. | % | Online communication tools* | N. | % |
| | Physical publications (newsletter, etc) | 11 | 36,7% | (a separate) Offical Website | 12 | 40,0% |
| | Seminars, workshops, conferences | 25 | 83,3% | Webpage within the offical Website of the Supervising Ministry | 7 | 23,3% |
| Africa 30 National | International Days and Celebrations of UNESCO | 17 | 56,7% | Facebook | 16 | 53,3% |
| Commissions | Logo and Patronage of UNESCO | 13 | 43,3% | Twitter | 7 | 23,3% |
| replied | Traditional Tools (radio, newspaper, etc) | 15 | 50,0% | Other | 11 | 36,7% |
| | Online tools | 15 | 50,0% | | | |
| | Total | 96 | | Total | 53 | |
| | Physical publications (newsletter, etc) | 6 | 54,5% | (a separate) Offical Website | 7 | 63,6% |
| Augh Chan | Seminars, workshops, conferences | 10 | 90,9% | Webpage within the offical Website of the Supervising Ministry | 4 | 36,4% |
| Arab States 11 National | International Days and Celebrations of UNESCO | 10 | 90,9% | Facebook | 7 | 63,6% |
| Commissions | Logo and Patronage of UNESCO | 6 | 54,5% | Twitter | 5 | 45,5% |
| replied | Traditional Tools (radio, newspaper, etc) | 4 | 36,4% | Other | 4 | 36,4% |
| | Online tools | 9 | 81,8% | | | |
| | Total | 45 | | Total | 27 | |
| | Physical publications (newsletter, etc) | 8 | 38,1% | (a separate) Offical Website | 8 | 38,1% |
| Asia and the | Seminars, workshops, conferences | 15 | 71,4% | Webpage within the offical Website of the Supervising Ministry | 5 | 23,8% |
| Pacific | International Days and Celebrations of UNESCO | 13 | 61,9% | Facebook | 11 | 52,4% |
| 21 National Commissions | Logo and Patronage of UNESCO | 10 | 47,6% | Twitter | 2 | 9,5% |
| replied | Traditional Tools (radio, newspaper, etc) | 5 | 23,8% | Other | 12 | 57,1% |
| | Online tools | 12 | 57,1% | | | |
| | | | | | | |
| | Total | 63 | | Total | 38 | |
| | Physical publications (newsletter, etc) | 8 | 29,6% | Total (a separate) Offical Website | 38 | 66,7% |
| Europe | | | 29,6% 70,4% | | | 66,7% |
| Europe and North America | Physical publications (newsletter, etc) | 8 | - | (a separate) Offical Website Webpage within the offical Website of the Supervising | 18 | |
| and North America 27 National | Physical publications (newsletter, etc) Seminars, workshops, conferences | 8 19 | 70,4% | (a separate) Offical Website Webpage within the offical Website of the Supervising Ministry | 18 | 33,3% |
| and North America 27 National Commissions | Physical publications (newsletter, etc) Seminars, workshops, conferences International Days and Celebrations of UNESCO | 8 19 | 70,4% 48,1% | (a separate) Offical Website Webpage within the offical Website of the Supervising Ministry Facebook | 18 9 18 | 33,3% |
| and North America 27 National | Physical publications (newsletter, etc) Seminars, workshops, conferences International Days and Celebrations of UNESCO Logo and Patronage of UNESCO | 8 19 13 5 | 70,4% 48,1% 18,5% | (a separate) Offical Website Webpage within the offical Website of the Supervising Ministry Facebook Twitter | 18 9 18 9 | 33,3% 66,7% 33,3% |
| and North America 27 National Commissions | Physical publications (newsletter, etc) Seminars, workshops, conferences International Days and Celebrations of UNESCO Logo and Patronage of UNESCO Traditional Tools (radio, newspaper, etc) | 8 19 13 5 10 | 70,4% 48,1% 18,5% 37,0% | (a separate) Offical Website Webpage within the offical Website of the Supervising Ministry Facebook Twitter | 18 9 18 9 6 | 33,3% 66,7% 33,3% |
| and North America 27 National Commissions | Physical publications (newsletter, etc) Seminars, workshops, conferences International Days and Celebrations of UNESCO Logo and Patronage of UNESCO Traditional Tools (radio, newspaper, etc) Online tools | 8 19 13 5 10 10 19 | 70,4% 48,1% 18,5% 37,0% | (a separate) Offical Website Webpage within the offical Website of the Supervising Ministry Facebook Twitter Other | 18 9 18 9 | 33,3% 66,7% 33,3% |
| and North America 27 National Commissions replied | Physical publications (newsletter, etc) Seminars, workshops, conferences International Days and Celebrations of UNESCO Logo and Patronage of UNESCO Traditional Tools (radio, newspaper, etc) Online tools Total | 8 19 13 5 10 19 74 | 70,4% 48,1% 18,5% 37,0% 70,4% | (a separate) Offical Website Webpage within the offical Website of the Supervising Ministry Facebook Twitter Other | 18 9 18 9 6 | 33,3% 66,7% 33,3% 22,2% |
| and North America 27 National Commissions replied | Physical publications (newsletter, etc) Seminars, workshops, conferences International Days and Celebrations of UNESCO Logo and Patronage of UNESCO Traditional Tools (radio, newspaper, etc) Online tools Total Physical publications (newsletter, etc) | 8 19 13 5 10 19 74 | 70,4% 48,1% 18,5% 37,0% 70,4% | (a separate) Offical Website Webpage within the offical Website of the Supervising Ministry Facebook Twitter Other Total (a separate) Offical Website Webpage within the offical Website of the Supervising | 18 9 18 9 6 | 33,3% 66,7% 33,3% 22,2% |
| and North America 27 National Commissions replied Latin America and the Caribbean 12 National | Physical publications (newsletter, etc) Seminars, workshops, conferences International Days and Celebrations of UNESCO Logo and Patronage of UNESCO Traditional Tools (radio, newspaper, etc) Online tools Total Physical publications (newsletter, etc) Seminars, workshops, conferences | 8 19 13 5 10 19 74 4 7 | 70,4% 48,1% 18,5% 37,0% 70,4% 33,3% 58,3% | (a separate) Offical Website Webpage within the offical Website of the Supervising Ministry Facebook Twitter Other Total (a separate) Offical Website Webpage within the offical Website of the Supervising Ministry | 18 9 18 9 6 60 3 | 33,3% 66,7% 33,3% 22,2% 25,0% 25,0% |
| and North America 27 National Commissions replied Latin America and the Caribbean 12 National Commissions | Physical publications (newsletter, etc) Seminars, workshops, conferences International Days and Celebrations of UNESCO Logo and Patronage of UNESCO Traditional Tools (radio, newspaper, etc) Online tools Total Physical publications (newsletter, etc) Seminars, workshops, conferences International Days and Celebrations of UNESCO | 8 19 13 5 10 19 74 4 7 | 70,4% 48,1% 18,5% 37,0% 70,4% 33,3% 58,3% | (a separate) Offical Website Webpage within the offical Website of the Supervising Ministry Facebook Twitter Other Total (a separate) Offical Website Webpage within the offical Website of the Supervising Ministry Facebook | 18 9 18 9 6 60 3 3 | 33,3% 66,7% 33,3% 22,2% 25,0% 25,0% 58,3% |
| and North America 27 National Commissions replied Latin America and the Caribbean 12 National | Physical publications (newsletter, etc) Seminars, workshops, conferences International Days and Celebrations of UNESCO Logo and Patronage of UNESCO Traditional Tools (radio, newspaper, etc) Online tools Total Physical publications (newsletter, etc) Seminars, workshops, conferences International Days and Celebrations of UNESCO Logo and Patronage of UNESCO Traditional Tools (radio, newspaper, etc) Online tools | 8 19 13 5 10 10 19 74 4 7 7 8 4 4 10 | 70,4% 48,1% 18,5% 37,0% 70,4% 33,3% 66,7% 33,3% | (a separate) Offical Website Webpage within the offical Website of the Supervising Ministry Facebook Twitter Other Total (a separate) Offical Website Webpage within the offical Website of the Supervising Ministry Facebook Twitter Other | 18 9 18 9 6 60 3 3 7 3 6 | 33,3% 66,7% 33,3% 22,2% 25,0% 25,0% 58,3% 25,0% |
| and North America 27 National Commissions replied Latin America and the Caribbean 12 National Commissions | Physical publications (newsletter, etc) Seminars, workshops, conferences International Days and Celebrations of UNESCO Logo and Patronage of UNESCO Traditional Tools (radio, newspaper, etc) Online tools Total Physical publications (newsletter, etc) Seminars, workshops, conferences International Days and Celebrations of UNESCO Logo and Patronage of UNESCO Traditional Tools (radio, newspaper, etc) | 8 19 13 5 10 19 74 4 7 8 8 4 4 | 70,4% 48,1% 18,5% 37,0% 70,4% 33,3% 66,7% 33,3% 33,3% | (a separate) Offical Website Webpage within the offical Website of the Supervising Ministry Facebook Twitter Other Total (a separate) Offical Website Webpage within the offical Website of the Supervising Ministry Facebook Twitter | 18 9 18 9 6 60 3 3 7 3 | 33,3% 66,7% 33,3% 22,2% 25,0% 25,0% 58,3% 25,0% |
| and North America 27 National Commissions replied Latin America and the Caribbean 12 National Commissions | Physical publications (newsletter, etc) Seminars, workshops, conferences International Days and Celebrations of UNESCO Logo and Patronage of UNESCO Traditional Tools (radio, newspaper, etc) Online tools Total Physical publications (newsletter, etc) Seminars, workshops, conferences International Days and Celebrations of UNESCO Logo and Patronage of UNESCO Traditional Tools (radio, newspaper, etc) Online tools | 8 19 13 5 10 10 19 74 4 7 7 8 4 4 10 | 70,4% 48,1% 18,5% 37,0% 70,4% 33,3% 66,7% 33,3% 33,3% | (a separate) Offical Website Webpage within the offical Website of the Supervising Ministry Facebook Twitter Other Total (a separate) Offical Website Webpage within the offical Website of the Supervising Ministry Facebook Twitter Other | 18 9 18 9 6 60 3 3 7 3 6 | 33,3% 66,7% 33,3% 22,2% 25,0% 25,0% 58,3% 25,0% |
| and North America 27 National Commissions replied Latin America and the Caribbean 12 National Commissions replied | Physical publications (newsletter, etc) Seminars, workshops, conferences International Days and Celebrations of UNESCO Logo and Patronage of UNESCO Traditional Tools (radio, newspaper, etc) Online tools Total Physical publications (newsletter, etc) Seminars, workshops, conferences International Days and Celebrations of UNESCO Logo and Patronage of UNESCO Traditional Tools (radio, newspaper, etc) Online tools Total | 8 19 13 5 10 19 74 4 7 8 4 4 10 37 | 70,4% 48,1% 18,5% 37,0% 70,4% 33,3% 66,7% 33,3% 33,3% 83,3% | (a separate) Offical Website Webpage within the offical Website of the Supervising Ministry Facebook Twitter Other Total (a separate) Offical Website Webpage within the offical Website of the Supervising Ministry Facebook Twitter Other Total | 18 9 18 9 6 60 3 3 7 3 6 | 33,3% 66,7% 33,3% 22,2% 25,0% 25,0% 58,3% 25,0% 50,0% |
| and North America 27 National Commissions replied Latin America and the Caribbean 12 National Commissions | Physical publications (newsletter, etc) Seminars, workshops, conferences International Days and Celebrations of UNESCO Logo and Patronage of UNESCO Traditional Tools (radio, newspaper, etc) Online tools Total Physical publications (newsletter, etc) Seminars, workshops, conferences International Days and Celebrations of UNESCO Logo and Patronage of UNESCO Traditional Tools (radio, newspaper, etc) Online tools Total Physical publications (newsletter, etc) | 8 19 13 5 10 19 74 4 7 8 4 4 10 37 | 70,4% 48,1% 18,5% 37,0% 70,4% 33,3% 66,7% 33,3% 83,3% 83,3% | (a separate) Offical Website Webpage within the offical Website of the Supervising Ministry Facebook Twitter Other Total (a separate) Offical Website Webpage within the offical Website of the Supervising Ministry Facebook Twitter Other Total (a separate) Offical Website Webpage within the offical Website of the Supervising Ministry | 18 9 18 9 6 60 3 3 7 3 6 | 33,3% 66,7% 33,3% 22,2% 25,0% 25,0% 58,3% 25,0% 47,5% |
| and North America 27 National Commissions replied Latin America and the Caribbean 12 National Commissions replied Total 101 National Commissions | Physical publications (newsletter, etc) Seminars, workshops, conferences International Days and Celebrations of UNESCO Logo and Patronage of UNESCO Traditional Tools (radio, newspaper, etc) Online tools Total Physical publications (newsletter, etc) Seminars, workshops, conferences International Days and Celebrations of UNESCO Logo and Patronage of UNESCO Traditional Tools (radio, newspaper, etc) Online tools Total Physical publications (newsletter, etc) Seminars, workshops, conferences | 8 19 13 5 10 19 74 4 7 8 4 4 10 37 76 | 70,4% 48,1% 18,5% 37,0% 70,4% 33,3% 66,7% 33,3% 83,3% 83,3% 36,6% 75,2% | (a separate) Offical Website Webpage within the offical Website of the Supervising Ministry Facebook Twitter Other Total (a separate) Offical Website Webpage within the offical Website of the Supervising Ministry Facebook Twitter Other Total (a separate) Offical Website of the Supervising Ministry | 18 9 18 9 6 3 3 7 3 6 22 48 28 | 33,3% 66,7% 33,3% 22,2% 25,0% 25,0% 58,3% 25,0% 47,5% 27,7% |
| and North America 27 National Commissions replied Latin America and the Caribbean 12 National Commissions replied Total 101 National | Physical publications (newsletter, etc) Seminars, workshops, conferences International Days and Celebrations of UNESCO Logo and Patronage of UNESCO Traditional Tools (radio, newspaper, etc) Online tools Total Physical publications (newsletter, etc) Seminars, workshops, conferences International Days and Celebrations of UNESCO Logo and Patronage of UNESCO Traditional Tools (radio, newspaper, etc) Online tools Total Physical publications (newsletter, etc) Seminars, workshops, conferences International Days and Celebrations of UNESCO | 8 19 13 5 10 19 74 4 7 7 8 4 4 10 37 76 61 | 70,4% 48,1% 18,5% 37,0% 70,4% 33,3% 66,7% 33,3% 83,3% 36,6% 75,2% 60,4% | (a separate) Offical Website Webpage within the offical Website of the Supervising Ministry Facebook Twitter Other Total (a separate) Offical Website Webpage within the offical Website of the Supervising Ministry Facebook Twitter Other Total (a separate) Offical Website of the Supervising Ministry Facebook | 18 9 18 9 6 3 3 7 3 6 22 48 28 | 33,3% 66,7% 33,3% 22,2% 25,0% 25,0% 58,3% 25,0% 50,0% |
| and North America 27 National Commissions replied Latin America and the Caribbean 12 National Commissions replied Total 101 National Commissions | Physical publications (newsletter, etc) Seminars, workshops, conferences International Days and Celebrations of UNESCO Logo and Patronage of UNESCO Traditional Tools (radio, newspaper, etc) Online tools Total Physical publications (newsletter, etc) Seminars, workshops, conferences International Days and Celebrations of UNESCO Logo and Patronage of UNESCO Traditional Tools (radio, newspaper, etc) Online tools Total Physical publications (newsletter, etc) Seminars, workshops, conferences International Days and Celebrations of UNESCO Logo and Patronage of UNESCO Logo and Patronage of UNESCO | 8 19 13 5 10 19 74 4 7 8 4 4 10 37 76 61 38 | 70,4% 48,1% 18,5% 37,0% 70,4% 33,3% 66,7% 33,3% 83,3% 36,6% 75,2% 60,4% 37,6% | (a separate) Offical Website Webpage within the offical Website of the Supervising Ministry Facebook Twitter Other Total (a separate) Offical Website Webpage within the offical Website of the Supervising Ministry Facebook Twitter Other Total (a separate) Offical Website Webpage within the offical Website of the Supervising Ministry Facebook Twitter Other | 18 9 6 60 3 3 3 6 22 48 28 59 26 | 33,3% 66,7% 33,3% 22,2% 25,0% 25,0% 58,3% 25,0% 50,0% 47,5% 27,7% |

^{*}Multiple-choice question
N. - Number of replies in regard to the total of replies received.
% - Percentage of replies in regard to the total of replies reveived.

| DECION | | | | 6 - DAILY CHALLENGES | | |
|---|---|--|---|--|---|--|
| REGION | Major daily challenges* | N. | % | Training requirements* | N. | % |
| | Budgetary limitations | 30 | 100,0% | Training in resource mobilization technique | 28 | 93,3% |
| | Shortage of staff | 15 | 50,0% | Training in performance management (Result-Based Management) | 15 | 50,0% |
| Africa | Lack of expertise | 11 | 36,7% | Training to strengthen expertise in each field of competence of UNESCO | 19 | 63,3% |
| 30 National Commissions | Weak technical capacity | 10 | 33,3% | Training for technical capacity building (writing project proposals and reports, preparing nominations) | 18 | 60,0% |
| replied | Lack of visibility | 9 | 30,0% | Training in public relations and information | 12 | 40,0% |
| | Other | 2 | 6,7% | Other | 0 | 0,0% |
| | Total | 77 | | Total | 92 | |
| | Budgetary limitations | 7 | 63,6% | Training in resource mobilization technique | 5 | 45,5% |
| | Shortage of staff | 6 | 54,5% | Training in performance management (Result-Based Management) | 7 | 63,6% |
| Arab States | Lack of expertise | 4 | 36,4% | Training to strengthen expertise in each field of competence of UNESCO | 9 | 81,8% |
| 11 National Commissions | Weak technical capacity | 3 | 27,3% | Training for technical capacity building (writing project proposals and reports, preparing nominations) | 9 | 81,8% |
| replied | Lack of visibility | 3 | 27,3% | Training in public relations and information | 4 | 36,4% |
| | Other | 0 | 0,0% | Other | 0 | 0,0% |
| | Total | 23 | | Total | 34 | |
| | Budgetary limitations | 15 | 71,4% | Training in resource mobilization technique | 9 | 42,9% |
| | Shortage of staff | 17 | 81,0% | Training in performance management (Result-Based Management) | 11 | 52,4% |
| Asia and the | Lack of expertise | 11 | 52,4% | Training to strengthen expertise in each field of competence of UNESCO | 15 | 71,4% |
| Pacific 21 National Commissions | Weak technical capacity | 8 | 38,1% | Training for technical capacity building (writing project proposals and reports, preparing nominations) | 19 | 90,5% |
| replied | Lack of visibility | 6 | 28,6% | Training in public relations and information | 10 | 47,6% |
| | Other | 4 | 19,0% | Other | 0 | 0,0% |
| | Total | 61 | | Total | 64 | |
| | Budgetary limitations | 17 | 63,0% | Training in resource mobilization technique | 12 | 44,4% |
| France | Shortage of staff | 17 | 63,0% | Training in performance management (Result-Based Management) | 8 | 29,6% |
| Europe and North | Lack of expertise | 1 | 3,7% | Training to strengthen expertise in each field of competence of UNESCO | 9 | 33,3% |
| America 27 National | Weak technical capacity | 0 | 0,0% | Training for technical capacity building (writing project proposals and reports, preparing nominations) | 7 | 25,9% |
| Commissions replied | Lack of visibility | | | | | |
| р | Lack of visibility | 5 | 18,5% | Training in public relations and information | 13 | 48,1% |
| | Other | 5 6 | 18,5% 22,2% | Training in public relations and information Other | 13 | 48,1% 14,8% |
| | | | | | | |
| | Other | 6 | | Other | 4 | |
| Latin America | Other Total | 6 46 | 22,2% | Other Total | 53 | 14,8% |
| Latin America and the | Other Total Budgetary limitations | 6 46 | 22,2% | Other Total Training in resource mobilization technique | 53 | 14,8% |
| and the Caribbean 12 National | Other Total Budgetary limitations Shortage of staff | 6 46 12 6 | 22,2% 100,0% 50,0% | Other Total Training in resource mobilization technique Training in performance management (Result-Based Management) | 4 53 8 5 | 14,8% 66,7% 41,7% |
| and the Caribbean 12 National Commissions | Other Total Budgetary limitations Shortage of staff Lack of expertise | 6 46 12 6 3 | 22,2% 100,0% 50,0% 25,0% | Other Total Training in resource mobilization technique Training in performance management (Result-Based Management) Training to strengthen expertise in each field of competence of UNESCO Training for technical capacity building (writing project proposals and | 8 5 6 | 14,8% 66,7% 41,7% 50,0% |
| and the Caribbean 12 National | Other Total Budgetary limitations Shortage of staff Lack of expertise Weak technical capacity | 6 46 12 6 3 6 | 22,2% 100,0% 50,0% 25,0% 50,0% | Other Total Training in resource mobilization technique Training in performance management (Result-Based Management) Training to strengthen expertise in each field of competence of UNESCO Training for technical capacity building (writing project proposals and reports, preparing nominations) | 8 5 6 8 | 14,8% 66,7% 41,7% 50,0% 66,7% |
| and the Caribbean 12 National Commissions | Other Total Budgetary limitations Shortage of staff Lack of expertise Weak technical capacity Lack of visibility | 6 46 12 6 3 6 | 22,2% 100,0% 50,0% 25,0% 50,0% 8,3% | Other Total Training in resource mobilization technique Training in performance management (Result-Based Management) Training to strengthen expertise in each field of competence of UNESCO Training for technical capacity building (writing project proposals and reports, preparing nominations) Training in public relations and information | 8 53 8 5 6 | 14,8% 66,7% 41,7% 50,0% 66,7% |
| and the Caribbean 12 National Commissions | Other Total Budgetary limitations Shortage of staff Lack of expertise Weak technical capacity Lack of visibility Other | 6 46 12 6 3 6 | 22,2% 100,0% 50,0% 25,0% 50,0% 8,3% | Other Total Training in resource mobilization technique Training in performance management (Result-Based Management) Training to strengthen expertise in each field of competence of UNESCO Training for technical capacity building (writing project proposals and reports, preparing nominations) Training in public relations and information Other | 8 53 8 5 6 8 | 14,8% 66,7% 41,7% 50,0% 66,7% |
| and the Caribbean 12 National Commissions | Other Total Budgetary limitations Shortage of staff Lack of expertise Weak technical capacity Lack of visibility Other Total | 6 46 12 6 3 6 1 2 30 | 22,2% 100,0% 50,0% 25,0% 50,0% 8,3% 16,7% | Other Total Training in resource mobilization technique Training in performance management (Result-Based Management) Training to strengthen expertise in each field of competence of UNESCO Training for technical capacity building (writing project proposals and reports, preparing nominations) Training in public relations and information Other Total | 4 53 8 5 6 8 6 0 | 14,8% 66,7% 41,7% 50,0% 66,7% 50,0% |
| and the Caribbean 12 National Commissions replied | Other Total Budgetary limitations Shortage of staff Lack of expertise Weak technical capacity Lack of visibility Other Total Budgetary limitations | 6 46 12 6 1 2 30 81 | 22,2% 100,0% 50,0% 25,0% 50,0% 8,3% 16,7% | Other Total Training in resource mobilization technique Training in performance management (Result-Based Management) Training to strengthen expertise in each field of competence of UNESCO Training for technical capacity building (writing project proposals and reports, preparing nominations) Training in public relations and information Other Total Training in resource mobilization technique | 4 53 8 5 6 8 6 0 33 | 14,8% 66,7% 41,7% 50,0% 66,7% 50,0% 0,0% |
| and the Caribbean 12 National Commissions replied Total 101 National | Other Total Budgetary limitations Shortage of staff Lack of expertise Weak technical capacity Lack of visibility Other Total Budgetary limitations Shortage of staff | 6 46 12 6 3 6 1 2 30 81 61 | 22,2% 100,0% 50,0% 25,0% 50,0% 8,3% 16,7% 80,2% 60,4% | Other Total Training in resource mobilization technique Training in performance management (Result-Based Management) Training to strengthen expertise in each field of competence of UNESCO Training for technical capacity building (writing project proposals and reports, preparing nominations) Training in public relations and information Other Total Training in resource mobilization technique Training in performance management (Result-Based Management) | 4 53 8 5 6 8 6 0 33 62 46 | 14,8% 66,7% 41,7% 50,0% 66,7% 50,0% 0,0% 61,4% 45,5% |
| and the Caribbean 12 National Commissions replied | Other Total Budgetary limitations Shortage of staff Lack of expertise Weak technical capacity Lack of visibility Other Total Budgetary limitations Shortage of staff Lack of expertise | 6 46 12 6 3 6 1 2 30 81 61 30 | 22,2% 100,0% 50,0% 25,0% 50,0% 8,3% 16,7% 80,2% 60,4% 29,7% | Other Total Training in resource mobilization technique Training in performance management (Result-Based Management) Training to strengthen expertise in each field of competence of UNESCO Training for technical capacity building (writing project proposals and reports, preparing nominations) Training in public relations and information Other Total Training in resource mobilization technique Training in performance management (Result-Based Management) Training to strengthen expertise in each field of competence of UNESCO Training for technical capacity building (writing project proposals and | 4 53 8 5 6 8 6 0 33 62 46 58 | 14,8% 66,7% 41,7% 50,0% 66,7% 50,0% 0,0% 61,4% 45,5% 57,4% |
| and the Caribbean 12 National Commissions replied Total 101 National Commissions | Other Total Budgetary limitations Shortage of staff Lack of expertise Weak technical capacity Lack of visibility Other Total Budgetary limitations Shortage of staff Lack of expertise Weak technical capacity | 6 46 12 6 3 6 1 2 30 81 61 30 27 | 22,2% 100,0% 50,0% 25,0% 50,0% 8,3% 16,7% 80,2% 60,4% 29,7% 26,7% | Other Total Training in resource mobilization technique Training in performance management (Result-Based Management) Training to strengthen expertise in each field of competence of UNESCO Training for technical capacity building (writing project proposals and reports, preparing nominations) Training in public relations and information Other Total Training in resource mobilization technique Training in performance management (Result-Based Management) Training to strengthen expertise in each field of competence of UNESCO Training for technical capacity building (writing project proposals and reports, preparing nominations) | 4 53 8 5 6 8 6 0 33 62 46 58 61 | 14,8% 66,7% 41,7% 50,0% 66,7% 50,0% 0,0% 61,4% 45,5% 57,4% 60,4% |
| and the Caribbean 12 National Commissions replied Total 101 National Commissions | Other Total Budgetary limitations Shortage of staff Lack of expertise Weak technical capacity Lack of visibility Other Total Budgetary limitations Shortage of staff Lack of expertise Weak technical capacity Lack of visibility | 6 46 12 6 3 6 1 2 30 81 61 30 27 24 | 22,2% 100,0% 50,0% 25,0% 50,0% 16,7% 80,2% 60,4% 29,7% 26,7% 23,8% | Other Total Training in resource mobilization technique Training in performance management (Result-Based Management) Training to strengthen expertise in each field of competence of UNESCO Training for technical capacity building (writing project proposals and reports, preparing nominations) Training in public relations and information Other Total Training in resource mobilization technique Training in performance management (Result-Based Management) Training to strengthen expertise in each field of competence of UNESCO Training for technical capacity building (writing project proposals and reports, preparing nominations) Training in public relations and information | 4 53 8 5 6 8 6 0 33 62 46 58 61 | 14,8% 66,7% 41,7% 50,0% 66,7% 50,0% 0,0% 61,4% 45,5% 57,4% 60,4% |

^{*}Multiple-choice question
N. - Number of replies in regard to the total of replies received.
% - Percentage of replies in regard to the total of replies reveived.

| | | | 7 - COOI | PERATION WITH NA | ΓΙΟΝΑ | L STAKEH | OLDERS OTHER | RTHAN | THE GOV | /ERNMENTS | | |
|----------------------------|--|----|----------|---|-------------|----------|--|-------|----------------|--|-----------|----------------|
| REGION | Interaction with civil society and academia | N. | % | Main purpose of interaction with civil society and academia* | N. | % | Partnership with UNESCO Associations/ Clubs | N. | % | Major daily challenges in working with UNESCO Asso- ciations/Clubs* | N. | % |
| | Never | 0 | 0,0% | Ask their opinion and expertise on UNESCO's issues | 16 | 53,3% | Dissatisfied | 6 | 20,0% | Budgetary limitations | 24 | 80,0% |
| | Rarely | 1 | 3,3% | Share with them up-to-date information and current activities of UNESCO | 25 | 83,3% | Satisfied | 17 | 56,7% | Shortage of staff | 5 | 16,7% |
| Africa 30 National | Sometimes | 7 | 23,3% | Find national candidates for UNESCO's Prizes | 19 | 63,3% | Very satisfied | 5 | 16,7% | Lack of interest/ collaboration from Associa- tions/Clubs | 7 | 23,3% |
| Commissions replied | Most of the time | 16 | 53,3% | Coordinate UNESCO's national networks (creative cities, learning cities, UNITWIN/ UNESCO Chairs, ASPnet, etc.) | 21 | 70,0% | Not applicable | 2 | 6,7% | Monitoring of the activities of the Associa- tions/Clubs (use of UNESCO logo, etc) | 14 | 46,7% |
| | Always | 6 | 20,0% | Build the capacity of national stakeholders | 13 | 43,3% | | | | Not applicable | 1 | 3,3% |
| | | | | | | | | | | | | |
| | Total | 30 | | Total | 94 | | Total | 30 | | Total | 51 | |
| | Never | 0 | 0,0% | Ask their opinion and expertise on UNESCO's issues | 94 7 | 63,6% | Total Dissatisfied | 30 | 27,3% | Budgetary limitations | 51 | 45,5% |
| | | | 0,0% | Ask their opinion and expertise on | | 63,6% | | | 27,3% 63,6% | Budgetary | | 45,5% 45,5% |
| Arab States 11 National | Never | 0 | , | Ask their opinion and expertise on UNESCO's issues Share with them up-to-date information and current activities of | 7 | | Dissatisfied | 3 | · | Budgetary limitations | 5 | |
| | Never Rarely | 0 | 0,0% | Ask their opinion and expertise on UNESCO's issues Share with them up-to-date information and current activities of UNESCO Find national candidates for | 7 10 | 90,9% | Dissatisfied Satisfied | 7 | 63,6% | Budgetary limitations Shortage of staff Lack of interest/ collaboration from Associa- | 5 | 45,5% |
| 11 National Commissions | Never Rarely Sometimes Most of the | 0 | 0,0% | Ask their opinion and expertise on UNESCO's issues Share with them up-to-date information and current activities of UNESCO Find national candidates for UNESCO's Prizes Coordinate UNESCO's national networks (creative cities, learning cities, UNITWIN/ UNESCO Chairs, | 7 10 11 | 90,9% | Dissatisfied Satisfied Very satisfied | 7 | 63,6% | Budgetary limitations Shortage of staff Lack of interest/ collaboration from Associations/Clubs Monitoring of the activities of the Associations/Clubs (use of UNESCO logo, | 5 | 45,5% |

^{*}Multiple-choice question
N. - Number of replies in regard to the total of replies received.
% - Percentage of replies in regard to the total of replies reveived.

| | | | 7 - COOI | PERATION WITH NA | ΓΙΟΝΑΙ | _ STAKE | HOLDERS OTHER | R THAN | THE GOV | VERNMENTS | | |
|--|--|-----------|----------|---|-----------|----------------|--|-----------|---------|--|-----------|-------|
| REGION | Interaction with civil society and academia | N. | % | Main purpose of interaction with civil society and academia* | N. | % | Partnership with UNESCO Associations/ Clubs | N. | % | Major daily challenges in working with UNESCO Asso- ciations/Clubs* | N. | % |
| | Never | 0 | 0,0% | Ask their opinion and expertise on UNESCO's issues | 13 | 61,9% | Dissatisfied | 7 | 33,3% | Budgetary limitations | 13 | 61,9% |
| | Rarely | 3 | 14,3% | Share with them up-to-date information and current activities of UNESCO | 14 | 66,7% | Satisfied | 11 | 52,4% | Shortage of staff | 7 | 33,3% |
| Asia and the Pacific 21 National | Sometimes | 6 | 28,6% | Find national candidates for UNESCO's Prizes | 12 | 57,1% | Very satisfied | 1 | 4,8% | Lack of interest/ collaboration from Associa- tions/Clubs | 3 | 14,3% |
| Commissions replied | Most of the time | 8 | 38,1% | Coordinate UNESCO's national networks (creative cities, learning cities, UNITWIN/ UNESCO Chairs, ASPnet, etc.) | 14 | 66,7% | Not applicable | 2 | 9,5% | Monitoring of the activities of the Associa- tions/Clubs (use of UNESCO logo, etc) | 8 | 38,1% |
| | Always | 4 | 19,0% | Build the capacity | 10 | 47,6% | | | | Not applicable | 3 | 14,3% |
| | | | | of national stakeholders | | | | | | | | |
| | Total | 21 | | | 63 | | Total | 21 | | Total | 34 | |
| | Total Never | 21 | 0,0% | stakeholders | 63 | 74,1% | Total Dissatisfied | 21 | 18,5% | Total Budgetary limitations | 34 | 25,9% |
| | | | 0,0% | stakeholders Total Ask their opinion and expertise on | | 74,1% 85,2% | | | 18,5% | Budgetary | | 25,9% |
| Europe and North America | Never | 0 | , | Ask their opinion and expertise on UNESCO's issues Share with them up-to-date information and current activities of | 20 | | Dissatisfied | 5 | · | Budgetary limitations | 7 | · |
| and North | Never Rarely | 0 | 0,0% | Ask their opinion and expertise on UNESCO's issues Share with them up-to-date information and current activities of UNESCO Find national candidates for | 20 | 85,2% | Dissatisfied Satisfied | 10 | 37,0% | Budgetary limitations Shortage of staff Lack of interest/ collaboration from Associa- | 7 | 29,6% |
| and North America 27 National Commissions | Never Rarely Sometimes Most of the | 0 | 0,0% | Ask their opinion and expertise on UNESCO's issues Share with them up-to-date information and current activities of UNESCO Find national candidates for UNESCO's Prizes Coordinate UNESCO's national networks (creative cities, learning cities, UNITWIN/ UNESCO Chairs, | 23 | 85,2% | Dissatisfied Satisfied Very satisfied | 10 | 37,0% | Budgetary limitations Shortage of staff Lack of interest/ collaboration from Associations/Clubs Monitoring of the activities of the Associations/Clubs (use of UNESCO logo, | 7 8 5 | 29,6% |

^{*}Multiple-choice question
N. - Number of replies in regard to the total of replies received.
% - Percentage of replies in regard to the total of replies reveived.

| | | | 7 - COOI | PERATION WITH NAT | ΓΙΟΝΑΙ | L STAKEH | OLDERS OTHER | RTHAN | THE GOV | /ERNMENTS | | |
|---------------------------------------|--|----|----------|---|--------|----------|--|-------|---------|---|----|-------|
| REGION | Interaction with civil society and academia | N. | % | Main purpose of interaction with civil society and academia* | N. | % | Partnership with UNESCO Associations/ Clubs | N. | % | Major daily challenges in working with UNESCO Asso- ciations/Clubs* | N. | % |
| | Never | 0 | 0,0% | Ask their opinion and expertise on UNESCO's issues | 7 | 58,3% | Dissatisfied | 4 | 33,3% | Budgetary limitations | 7 | 58,3% |
| | Rarely | 0 | 0,0% | Share with them up-to-date information and current activities of UNESCO | 12 | 100,0% | Satisfied | 5 | 41,7% | Shortage of staff | 2 | 16,7% |
| Latin America and the Caribbean | Sometimes | 2 | 16,7% | Find national candidates for UNESCO's Prizes | 8 | 66,7% | Very satisfied | 0 | 0,0% | Lack of interest/ collaboration from Associa- tions/Clubs | 1 | 8,3% |
| 12 National Commissions replied | Most of the time | 4 | 33,3% | Coordinate UNESCO's national networks (creative cities, learning cities, UNITWIN/ UNESCO Chairs, ASPnet, etc.) | 9 | 75,0% | Not applicable | 3 | 25,0% | Monitoring of the activities of the Associa- tions/Clubs (use of UNESCO logo, etc) | 1 | 8,3% |
| | Always | 6 | 50,0% | Build the capacity of national stakeholders | 8 | 66,7% | | | | Not applicable | 3 | 25,0% |
| | Total | 12 | | Total | 44 | | Total | 12 | | Total | 14 | |
| | Never | 0 | 0,0% | Ask their opinion and expertise on UNESCO's issues | 63 | 62,4% | Dissatisfied | 25 | 24,8% | Budgetary limitations | 56 | 55,4% |
| | Rarely | 4 | 4,0% | Share with them up-to-date information and current activities of UNESCO | 84 | 83,2% | Satisfied | 50 | 49,5% | Shortage of staff | 27 | 26,7% |
| | Sometimes | 20 | 19,8% | Find national candidates for | 63 | 62,4% | Very satisfied | 11 | 10,9% | Lack of interest/ collaboration | 19 | 18,8% |
| Total 101 National | | | | UNESCO's Prizes | | | | | | from Associa- tions/Clubs | | |
| | Most of the time | 45 | 44,6% | | 80 | 79,2% | Not applicable | 15 | 14,9% | | 35 | 34,7% |
| 101 National Commissions | | 45 | 44,6% | UNESCO's Prizes Coordinate UNESCO's national networks (creative cities, learning cities, UNITWIN/ UNESCO Chairs, | 80 | 79,2% | Not applicable | 15 | 14,9% | tions/Clubs Monitoring of the activities of the Associations/Clubs (use of UNESCO logo, | 35 | 34,7% |

^{*}Multiple-choice question
N. - Number of replies in regard to the total of replies received.
% - Percentage of replies in regard to the total of replies reveived.

| | 8 – Al | LIGNMEN | IT WITH | UNESCO'S GLOBAL PRIORITIES | | |
|-----------------------------|---|---------|---------|--|-----|-------|
| REGION | Global Priorities (Africa, Gender Equality) and priority groups (Youth, SIDS) | N. | % | Reflection of UNESCO's priorities in activities and projects | N. | % |
| | Not at all | 1 | 3,3% | Not very reflected | 2 | 6,7% |
| Africa | A little bit | 2 | 6,7% | Somewhat reflected | 3 | 10,0% |
| 30 National Commissions | Somewhat | 8 | 26,7% | Moderately reflected | 10 | 33,3% |
| replied | Very | 19 | 63,3% | Well reflected | 15 | 50,0% |
| | Total | 30 | | Total | 30 | |
| | Not at all | 1 | 9,1% | Not very reflected | 2 | 18,2% |
| Arab States | A little bit | 0 | 0.0% | Somewhat reflected | 2 | 18,2% |
| 11 National | Somewhat | 5 | 45,5% | Moderately reflected | 4 | 36,4% |
| Commissions replied | Very | 5 | 45,5% | Well reflected | 3 | 27,3% |
| replied | Total | 11 | | Total | 11 | , |
| | Not at all | 0 | 0,0% | Not very reflected | 3 | 14,3% |
| Asia and the | A little bit | 4 | 19,0% | Somewhat reflected | 6 | 28,6% |
| Pacific 21 National | Somewhat | 8 | 38,1% | Moderately reflected | 9 | 42,9% |
| Commissions | Very | 9 | 42,9% | Well reflected | 3 | 14,3% |
| replied | Total | 21 | | Total | 21 | |
| Europe | Not at all | 0 | 0,0% | Not very reflected | 1 | 3,7% |
| and North | A little bit | 1 | 3,7% | Somewhat reflected | 4 | 14,8% |
| America | Somewhat | 10 | 37,0% | Moderately reflected | 10 | 37,0% |
| 27 National Commissions | Very | 16 | 59,3% | Well reflected | 12 | 44,4% |
| replied | Total | 27 | | Total | 27 | |
| Latin America | Not at all | 0 | 0,0% | Not very reflected | 1 | 8,3% |
| and the | A little bit | 2 | 16,7% | Somewhat reflected | 0 | 0,0% |
| Caribbean | Somewhat | 3 | 25,0% | Moderately reflected | 4 | 33,3% |
| 12 National Commissions | Very | 7 | 58,3% | Well reflected | 7 | 58,3% |
| replied | Total | 12 | | Total | 12 | |
| | Not at all | 2 | 2,0% | Not very reflected | 9 | 8,9% |
| Total | A little bit | 9 | 8,9% | Somewhat reflected | 15 | 14,9% |
| 101 National Commissions | Somewhat | 34 | 33,7% | Moderately reflected | 37 | 36,6% |
| replied | Very | 56 | 55,4% | Well reflected | 40 | 39,6% |
| | Total | 101 | | Total | 101 | |

^{*}Multiple-choice question

N. - Number of replies in regard to the total of replies received. % - Percentage of replies in regard to the total of replies reveived.

| | 9 – PARTICIPATION OF NATIONAL COMMISSION IN PRIORITY ACTIONS OF UNESCO | | | | | | | |
|---------------------------------------|--|----|----------|---|----------|---------------------------------|--|--|
| REGION | Involvement in priority actions, initiatives, and international events of UNESCO | | % | If "not very involved" or "somewhat involved", reasons for lack of involvement* | N. | % | | |
| | Not very involved | 2 | 6,7% | Lack of Information | 3 | 10,0% | | |
| Africa 30 National | Somewhat involved | 9 | 30,0% | Not Officially Invited | 2 | 6,7% | | |
| | Moderately involved | 10 | 33,3% | Lack of (financial and human) Resources | 10 | 33,3% | | |
| Commissions | Well involved | 9 | 30,0% | Lack of Time (other urgent tasks) | 0 | 0,0% | | |
| replied | | | | Other | 0 | 0,0% | | |
| | Total | 30 | | Total | 15 | | | |
| | Not very involved | 0 | 0,0% | Lack of Information | 1 | 33,3% | | |
| | Somewhat involved | 3 | 27,3% | Not Officially Invited | 2 | 66,7% | | |
| Arab States 11 National | Moderately involved | 1 | 9,1% | Lack of (financial and human) Resources | 3 | 100,0% | | |
| Commissions | Well involved | 7 | 63,6% | Lack of Time (other urgent tasks) | 1 | 33,3% | | |
| replied | | | | Other | 0 | 0,0% | | |
| | Total | 11 | | Total | 7 | | | |
| | Not very involved | 1 | 4,8% | Lack of Information | 1 | 14,3% | | |
| Asia and the | Somewhat involved | 6 | 28,6% | Not Officially Invited | 2 | 28,6% | | |
| Pacific | Moderately involved | 10 | 47,6% | Lack of (financial and human) Resources | 5 | 71,4% | | |
| 21 National Commissions replied | Well involved | 4 | 19,0% | Lack of Time (other urgent tasks) | 2 | 28,6% | | |
| | | | | Other | 1 | 14,3% | | |
| | Total | 21 | | Total | 11 | | | |
| | Not very involved | 1 | 3,7% | Lack of Information | 3 | 27,3% | | |
| Europe and North | Somewhat involved | 10 | 37,0% | Not Officially Invited | 3 | 27,3% | | |
| America | Moderately involved | 10 | 37,0% | Lack of (financial and human) Resources | 8 | 72,7% | | |
| 27 National | Well involved | 6 | 22,2% | Lack of Time (other urgent tasks) | 6 | 54,5% | | |
| Commissions replied | | | | Other | 1 | 9,1% | | |
| | Total | 27 | | Total | 21 | | | |
| | Not very involved | 1 | 8,3% | Lack of Information | 1 | 25,0% | | |
| Latin America and the | Somewhat involved | 3 | 25,0% | Not Officially Invited | 1 | 25,0% | | |
| Caribbean | Moderately involved | 3 | 25,0% | Lack of (financial and human) Resources | 3 | 75,0% | | |
| 12 National | Well involved | 5 | 41,7% | Lack of Time (other urgent tasks) | 0 | 0,0% | | |
| Commissions replied | | | | Other | 1 | 25,0% | | |
| replied | Total | 12 | | Total | 6 | | | |
| | | 5 | 5,0% | Lack of Information | 9 | 25,0% | | |
| | Not very involved |) | 3,070 | | | | | |
| Takel | Not very involved Somewhat involved | 31 | 30,7% | Not Officially Invited | 10 | 27,8% | | |
| Total 101 National | · | | <u> </u> | Not Officially Invited Lack of (financial and human) Resources | 10 29 | | | |
| 101 National Commissions | Somewhat involved | 31 | 30,7% | , | | 80,6% | | |
| 101 National | Somewhat involved Moderately involved | 31 | 30,7% | Lack of (financial and human) Resources | 29 | 27,8% 80,6% 25,0% 8,3% | | |

^{*}Multiple-choice question

N. - Number of replies in regard to the total of replies received. % - Percentage of replies in regard to the total of replies reveived.

| | | | | 10 – FUTURE PRIORITIES | | |
|--|--|---|---|--|--|--|
| REGION | Roles to be strengthened in the future* | N. | % | Future priorities* | N. | % |
| | Liaison role | 14 | 46,7% | Improving the impact and visibility of the activities and projects | 24 | 80,0% |
| | Coordination role | 18 | 60,0% | Mobilizing financial resource | 22 | 73,3% |
| Africa | Consultation role | 16 | 53,3% | Strengthening expertise and building capacities of the staff | 26 | 86,7% |
| 30 National Commissions | Representative and Executive role | 19 | 63,3% | Other | 0 | 0,0% |
| replied | Information Role | 15 | 50,0% | | | |
| | Other | 0 | 0,0% | | | |
| | Total | 82 | | Total | 72 | |
| | Liaison role | 4 | 36,4% | Improving the impact and visibility of the activities and projects | 9 | 81,8% |
| | Coordination role | 6 | 54,5% | Mobilizing financial resource | 7 | 63,6% |
| Arab States | Consultation role | 7 | 63,6% | Strengthening expertise and building capacities of the staff | 10 | 90,9% |
| 11 National | Representative and Executive role | 6 | 54,5% | Other | 0 | 0,0% |
| Commissions replied | Information Role | 6 | 54,5% | | | |
| | Other | 0 | 0,0% | | | |
| | Total | 29 | | Total | 26 | |
| | Liaison role | 8 | 38,1% | Improving the impact and visibility of the activities and projects | 15 | 71,4% |
| | Coordination role | 15 | 71,4% | Mobilizing financial resource | 11 | 52,4% |
| Asia and the Pacific | Consultation role | 16 | 76,2% | Strengthening expertise and building capacities of the staff | 14 | 66,7% |
| 21 National | Representative and Executive role | 11 | 52,4% | Other | 0 | 0,0% |
| Commissions | Information Role | 7 | 33,3% | | | |
| replied | Other | 0 | 0,0% | | | |
| | Total | 57 | | Total | 40 | |
| | Liaison role | 9 | 33,3% | Improving the impact and visibility of the activities and projects | 24 | 88,9% |
| | | | | | | 00,5,0 |
| Europe | Coordination role | 8 | 29,6% | Mobilizing financial resource | 10 | 37,0% |
| Europe and North | Coordination role Consultation role | 8 14 | 29,6% 51,9% | Mobilizing financial resource Strengthening expertise and building capacities of the staff | | |
| and North America | | | - | | 10 | 37,0% |
| and North | Consultation role | 14 | 51,9% | Strengthening expertise and building capacities of the staff | 10 | 37,0% 48,1% |
| and North America 27 National | Consultation role Representative and Executive role | 14 | 51,9% 48,1% | Strengthening expertise and building capacities of the staff | 10 | 37,0% 48,1% |
| and North America 27 National Commissions | Consultation role Representative and Executive role Information Role | 14 13 12 | 51,9% 48,1% 44,4% | Strengthening expertise and building capacities of the staff | 10 | 37,0% 48,1% |
| and North America 27 National Commissions | Consultation role Representative and Executive role Information Role Other | 14 13 12 2 | 51,9% 48,1% 44,4% | Strengthening expertise and building capacities of the staff Other | 10 13 2 | 37,0% 48,1% |
| and North America 27 National Commissions replied | Consultation role Representative and Executive role Information Role Other Total | 14 13 12 2 58 | 51,9% 48,1% 44,4% 7,4% | Strengthening expertise and building capacities of the staff Other Total | 10 13 2 | 37,0% 48,1% 7,4% |
| and North America 27 National Commissions replied Latin America and the | Consultation role Representative and Executive role Information Role Other Total Liaison role | 14 13 12 2 58 | 51,9% 48,1% 44,4% 7,4% | Strengthening expertise and building capacities of the staff Other Total Improving the impact and visibility of the activities and projects | 10 13 2 49 | 37,0% 48,1% 7,4% |
| and North America 27 National Commissions replied Latin America and the Caribbean | Consultation role Representative and Executive role Information Role Other Total Liaison role Coordination role | 14 13 12 2 58 6 5 | 51,9% 48,1% 44,4% 7,4% 50,0% 41,7% | Strengthening expertise and building capacities of the staff Other Total Improving the impact and visibility of the activities and projects Mobilizing financial resource | 10 13 2 49 | 37,0% 48,1% 7,4% 91,7% 66,7% |
| and North America 27 National Commissions replied Latin America and the | Consultation role Representative and Executive role Information Role Other Total Liaison role Coordination role Consultation role | 14 13 12 2 58 6 5 6 | 51,9% 48,1% 44,4% 7,4% 50,0% 41,7% 50,0% | Strengthening expertise and building capacities of the staff Other Total Improving the impact and visibility of the activities and projects Mobilizing financial resource Strengthening expertise and building capacities of the staff | 10 13 2 49 11 8 6 | 37,0% 48,1% 7,4% 91,7% 66,7% 50,0% |
| and North America 27 National Commissions replied Latin America and the Caribbean 12 National | Consultation role Representative and Executive role Information Role Other Total Liaison role Coordination role Consultation role Representative and Executive role | 14 13 12 2 58 6 5 | 51,9% 48,1% 44,4% 7,4% 50,0% 41,7% 50,0% 41,7% | Strengthening expertise and building capacities of the staff Other Total Improving the impact and visibility of the activities and projects Mobilizing financial resource Strengthening expertise and building capacities of the staff | 10 13 2 49 11 8 6 | 37,0% 48,1% 7,4% 91,7% 66,7% 50,0% |
| and North America 27 National Commissions replied Latin America and the Caribbean 12 National Commissions | Consultation role Representative and Executive role Information Role Other Total Liaison role Coordination role Consultation role Representative and Executive role Information Role | 14 13 12 2 58 6 5 6 5 | 51,9% 48,1% 44,4% 7,4% 50,0% 41,7% 41,7% | Strengthening expertise and building capacities of the staff Other Total Improving the impact and visibility of the activities and projects Mobilizing financial resource Strengthening expertise and building capacities of the staff | 10 13 2 49 11 8 6 | 37,0% 48,1% 7,4% 91,7% 66,7% 50,0% |
| and North America 27 National Commissions replied Latin America and the Caribbean 12 National Commissions | Consultation role Representative and Executive role Information Role Other Total Liaison role Coordination role Consultation role Representative and Executive role Information Role Other | 14 13 12 2 58 6 5 6 5 5 | 51,9% 48,1% 44,4% 7,4% 50,0% 41,7% 41,7% | Strengthening expertise and building capacities of the staff Other Total Improving the impact and visibility of the activities and projects Mobilizing financial resource Strengthening expertise and building capacities of the staff Other | 10 13 2 49 11 8 6 | 37,0% 48,1% 7,4% 91,7% 66,7% 50,0% |
| and North America 27 National Commissions replied Latin America and the Caribbean 12 National Commissions | Consultation role Representative and Executive role Information Role Other Total Liaison role Coordination role Consultation role Representative and Executive role Information Role Other Total | 14 13 12 2 58 6 5 6 5 7 1 | 51,9% 48,1% 44,4% 7,4% 50,0% 41,7% 50,0% 41,7% 8,3% | Strengthening expertise and building capacities of the staff Other Total Improving the impact and visibility of the activities and projects Mobilizing financial resource Strengthening expertise and building capacities of the staff Other Total | 10 13 2 49 11 8 6 0 | 37,0% 48,1% 7,4% 91,7% 66,7% 50,0% |
| and North America 27 National Commissions replied Latin America and the Caribbean 12 National Commissions replied | Consultation role Representative and Executive role Information Role Other Total Liaison role Coordination role Consultation role Representative and Executive role Information Role Other Total Liaison role | 14 13 12 2 58 6 5 6 5 5 1 28 | 51,9% 48,1% 44,4% 7,4% 50,0% 41,7% 50,0% 41,7% 8,3% | Strengthening expertise and building capacities of the staff Other Total Improving the impact and visibility of the activities and projects Mobilizing financial resource Strengthening expertise and building capacities of the staff Other Total Improving the impact and visibility of the activities and projects | 10 13 2 49 11 8 6 0 | 37,0% 48,1% 7,4% 91,7% 66,7% 50,0% 0,0% |
| and North America 27 National Commissions replied Latin America and the Caribbean 12 National Commissions replied Total 101 National | Consultation role Representative and Executive role Information Role Other Total Liaison role Coordination role Consultation role Representative and Executive role Information Role Other Total Liaison role Coordination role | 14 13 12 2 58 6 5 6 5 1 28 | 51,9% 48,1% 44,4% 7,4% 50,0% 41,7% 50,0% 41,7% 41,7% 8,3% 40,6% 51,5% | Strengthening expertise and building capacities of the staff Other Total Improving the impact and visibility of the activities and projects Mobilizing financial resource Strengthening expertise and building capacities of the staff Other Total Improving the impact and visibility of the activities and projects Mobilizing financial resource | 10 13 2 49 11 8 6 0 | 37,0% 48,1% 7,4% 91,7% 66,7% 50,0% 0,0% |
| and North America 27 National Commissions replied Latin America and the Caribbean 12 National Commissions replied | Consultation role Representative and Executive role Information Role Other Total Liaison role Coordination role Consultation role Representative and Executive role Information Role Other Total Liaison role Coordination role Consultation role Cother Total | 14 13 12 2 58 6 5 6 5 1 28 41 52 | 51,9% 48,1% 44,4% 7,4% 50,0% 41,7% 50,0% 41,7% 8,3% 40,6% 51,5% 58,4% | Strengthening expertise and building capacities of the staff Other Total Improving the impact and visibility of the activities and projects Mobilizing financial resource Strengthening expertise and building capacities of the staff Other Total Improving the impact and visibility of the activities and projects Mobilizing financial resource Strengthening expertise and building capacities of the staff | 10 13 2 49 11 8 6 0 25 | 37,0% 48,1% 7,4% 91,7% 66,7% 50,0% 0,0% 82,2% 57,4% 68,3% |
| and North America 27 National Commissions replied Latin America and the Caribbean 12 National Commissions replied Total 101 National Commissions | Consultation role Representative and Executive role Information Role Other Total Liaison role Coordination role Consultation role Representative and Executive role Information Role Other Total Liaison role Coordination role Representative and Executive role Information Role Other Total | 14 13 12 2 58 6 5 6 5 1 28 41 52 59 | 51,9% 48,1% 44,4% 7,4% 50,0% 41,7% 50,0% 41,7% 8,3% 40,6% 51,5% 58,4% 53,5% | Strengthening expertise and building capacities of the staff Other Total Improving the impact and visibility of the activities and projects Mobilizing financial resource Strengthening expertise and building capacities of the staff Other Total Improving the impact and visibility of the activities and projects Mobilizing financial resource Strengthening expertise and building capacities of the staff | 10 13 2 49 11 8 6 0 25 | 37,0% 48,1% 7,4% 91,7% 66,7% 50,0% 0,0% 82,2% 57,4% 68,3% |

^{*}Multiple-choice question

N. - Number of replies in regard to the total of replies received.
% - Percentage of replies in regard to the total of replies reveived.

| | | | | 11 - MOBILITY/ROTATION | | |
|--|--|------------------------------------|---------------------------------|---|-----------------------------|--|
| REGION | Frequency of person- nel movement | N. | % | Reasons for personnel movement | N. | % |
| | Yearly | 2 | 6,7% | Mobility Policy at the Secretariat of the National Commission | 4 | 13,3% |
| Africa 30 National Commissions replied | Once every 2 years | 2 | 6,7% | Personal Reason(s) | 9 | 30,0% |
| | Once every 3 years | 2 | 6,7% | Rotation Policy at the Supervising Ministry | 9 | 30,0% |
| | Once every 4 years or more | 24 | 80,0% | Other | 8 | 26,7% |
| | Total | 30 | | Total | 30 | |
| | Yearly | 1 | 9,1% | Mobility Policy at the Secretariat of the National Commission | 1 | 9,1% |
| Arab States | Once every 2 years | 1 | 9,1% | Personal Reason(s) | 5 | 45,5% |
| 11 National | Once every 3 years | 0 | 0,0% | Rotation Policy at the Supervising Ministry | 1 | 9,1% |
| Commissions replied | Once every 4 years or more | 9 | 81,8% | Other | 4 | 36,4% |
| | Total | 11 | | Total | 11 | |
| | Yearly | 3 | 14,3% | Mobility Policy at the Secretariat of the National Commission | 3 | 14,3% |
| Asia and the | Once every 2 years | 2 | 9,5% | Personal Reason(s) | 3 | 14,3% |
| Pacific 21 National Commissions | Once every 3 years | 4 | 19,0% | Rotation Policy at the Supervising Ministry | 10 | 47,6% |
| | Once every 4 years or | 12 | 57,1% | Other | 5 | 23,8% |
| replied | more | | | | | |
| | Total | 21 | | Total | 21 | |
| Europo | Yearly | 2 | 7,4% | Mobility Policy at the Secretariat of the National Commission | 1 | 3,7% |
| Europe and North | Once every 2 years | 5 | 18,5% | Personal Reason(s) | 12 | 44,4% |
| America | Once every 3 years | 3 | 11,1% | Rotation Policy at the Supervising Ministry | 10 | 37,0% |
| 27 National | | | , | , | 10 | 0.7070 |
| Commissions | Once every 4 years or more | 17 | 63,0% | Other | 4 | 14,8% |
| Commissions replied | | | | | | |
| replied | more | 17 | | Other | 4 | |
| replied Latin America | more Total | 17 27 | 63,0% | Other Total | 4 27 | 14,8% |
| replied | more Total Yearly | 17 27 0 | 63,0% | Other Total Mobility Policy at the Secretariat of the National Commission | 27 1 | 14,8% |
| replied Latin America and the Caribbean 12 National Commissions | more Total Yearly Once every 2 years | 17 27 0 2 | 0,0% 16,7% | Other Total Mobility Policy at the Secretariat of the National Commission Personal Reason(s) | 27 1 2 | 8,3% 16,7% |
| replied Latin America and the Caribbean 12 National | more Total Yearly Once every 2 years Once every 3 years Once every 4 years or | 17 27 0 2 2 | 0,0% 16,7% | Other Total Mobility Policy at the Secretariat of the National Commission Personal Reason(s) Rotation Policy at the Supervising Ministry | 1 2 6 | 8,3% 16,7% 50,0% |
| replied Latin America and the Caribbean 12 National Commissions | more Total Yearly Once every 2 years Once every 3 years Once every 4 years or more | 17 27 0 2 2 2 | 0,0% 16,7% | Other Total Mobility Policy at the Secretariat of the National Commission Personal Reason(s) Rotation Policy at the Supervising Ministry Other | 1 27 1 2 6 3 | 8,3% 16,7% 50,0% |
| replied Latin America and the Caribbean 12 National Commissions replied | more Total Yearly Once every 2 years Once every 3 years Once every 4 years or more Total | 17 27 0 2 2 8 | 0,0% 16,7% 16,7% 66,7% | Other Total Mobility Policy at the Secretariat of the National Commission Personal Reason(s) Rotation Policy at the Supervising Ministry Other Total | 1 2 6 3 12 | 8,3% 16,7% 50,0% 25,0% |
| replied Latin America and the Caribbean 12 National Commissions | more Total Yearly Once every 2 years Once every 3 years Once every 4 years or more Total Yearly | 17 27 0 2 2 8 12 | 0,0% 16,7% 16,7% 66,7% | Other Total Mobility Policy at the Secretariat of the National Commission Personal Reason(s) Rotation Policy at the Supervising Ministry Other Total Mobility Policy at the Secretariat of the National Commission | 4 27 1 2 6 3 3 12 10 | 8,3% 16,7% 50,0% 25,0% |
| replied Latin America and the Caribbean 12 National Commissions replied | more Total Yearly Once every 2 years Once every 3 years Once every 4 years or more Total Yearly Once every 2 years | 17 27 0 2 2 8 12 | 0,0% 16,7% 16,7% 66,7% | Other Total Mobility Policy at the Secretariat of the National Commission Personal Reason(s) Rotation Policy at the Supervising Ministry Other Total Mobility Policy at the Secretariat of the National Commission Personal Reason(s) | 4 27 1 2 6 3 3 12 10 31 | 8,3% 16,7% 50,0% 25,0% 9,9% 30,7% |

^{*}Multiple-choice question
N. - Number of replies in regard to the total of replies received.
% - Percentage of replies in regard to the total of replies reveived.

KEY GENERAL FINDINGS FROM THE GLOBAL SURVEY

Status, Structure, and Cooperation

When asked about the adoption or update of legal administrative instruments in accordance with Recommendation 1 of the 2013 Report of the Open-Ended Tripartite Working Group

on the Follow-up to the Review of the Cooperation of the UNESCO Secretariat with National Commissions for UNESCO, 48,5% of respondents answered that such a revision had taken place since 2013, while 28,7% answered "No", 12,9% answered "Partially" and 9,9% chose "Other".

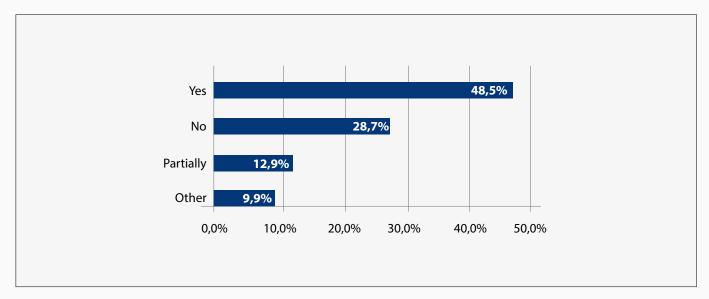


Figure 2: Adoption or update of legal administrative instruments since 2013

On Recommendation 3 of the Working Group, which invites Member States to review the status and structure of their National Commissions and their secretariats in order to ensure that they have the authority, capacity and expertise necessary to work effectively in the areas of competence and fulfill their advisory function, 50.5% of the respondents answered "Yes", which means that such a review has been carried out by the authorities of the country in consultation with the National Commission, while 29.7% answered "No", 11.9% chose "Partially" and 79% - "Other".

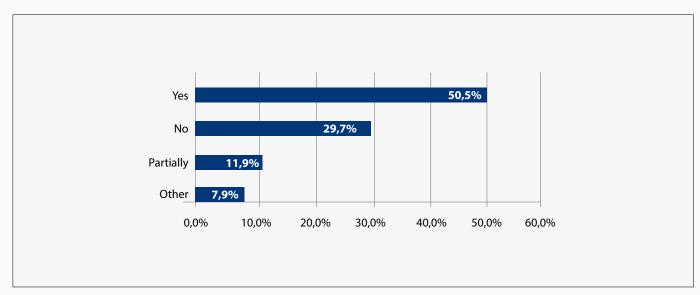


Figure 3: Review of the status and structure of the National Commission since 2013

On Recommendation 9 of the Working Group, which states that each National Commission, which is in a position to help other less well-equipped National Commissions, should endeavor to make its position known and actively explore the possibilities of lending support, such as through the twinning system, the staff exchange program and the cooperation network between

National Commissions, 56.4% of National Commissions declared having supported or participated in a joint activity with other Commissions national. 21.8% of respondents answered "No", while 16.8% and 5.0% respectively chose "Partially" and "Other" as an option.

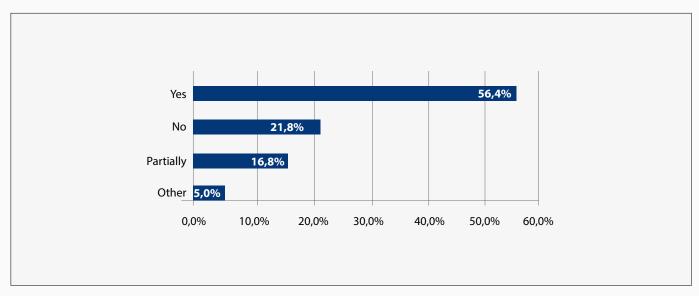


Figure 4: Involvement and support towards other National Commissions

When asked about the existence of a mechanism for continuous interaction between the National Commission and the UNESCO Field Office, as advised by Recommendation 10 of the Working

Group, 55,4% of the participants replied that such mechanism exists while 23,8% answered that this is not the case. 17,8% of respondents answered "Partially" and 3,0% chose "Other".

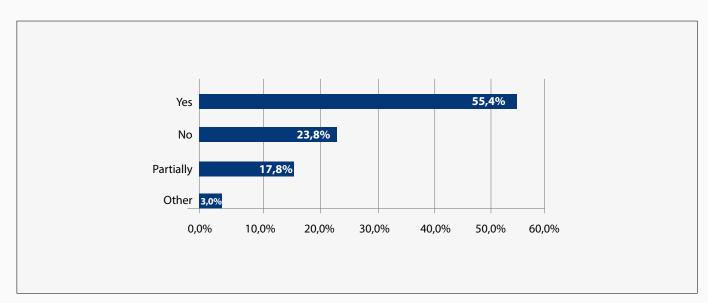


Figure 5: Mechanism of interaction with the UNESCO field Office

Internal Consultation Mechanism

Regarding the frequency of consultations between the National Commission and its Chairperson/President, 1,0% of National Commissions answered that they meet "twice per year", 5,0% that they meet "yearly", 12,9% chose "quarterly", 17,8% answered "monthly", 27,7% "weekly" and 16,8% "daily". 18,8% of respondents replied "Other".

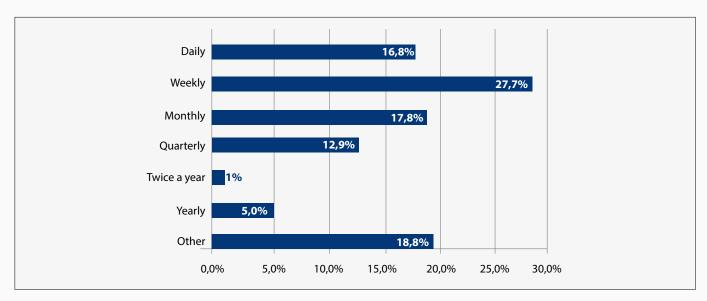


Figure 6: Frequency of consultations between the National Commission and its Chairperson/President

Regarding the number of General Assembly/Executive Committee/Standing Committee of National Commissions consultation meetings that take place in a year, 5.0% of

respondents answered that these meetings take place monthly, 26.7% answered "quarterly", 20,8% "twice a year" and 23,8% "yearly". 23,8% of National Commissions chose "Other".

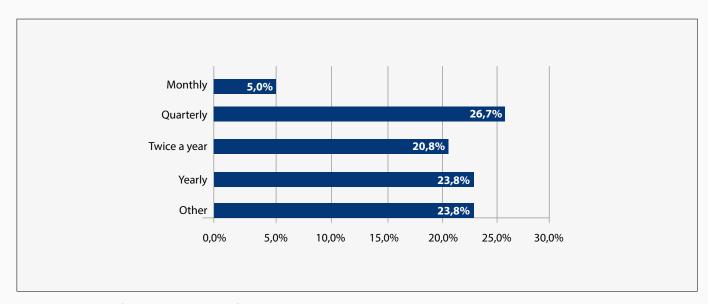


Figure 7: Frequency of consultation meetings of the National Commissions' General Assembly/Executive Committee/Standing Committee

Performance Management

In line with "Enabling Outcome 11 (Accountable, efficient and effective management in pursuit of the Organization's results)" of the "Approved Programme and Budget 2022-2025 (41

C/5)", 77% of participating National Commissions responded that they regularly implement their own projects, while the remaining 23% answered that they do not.

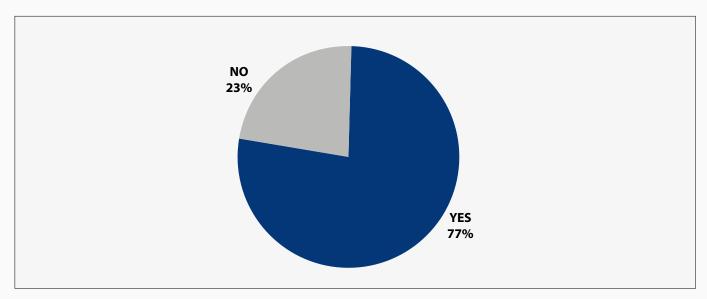


Figure 8: Project implementation on a regular basis

Of the 77% of respondents who regularly implement their own projects, 82,1% shared that they develop new projects through collaborative planning (planning based on the collaboration of officials/technical experts and key stakeholder representatives)

while 17,9% answered that they use participatory planning (a way of planning where the initiative and leadership are taken by the beneficiaries, and in which external facilitators participate).

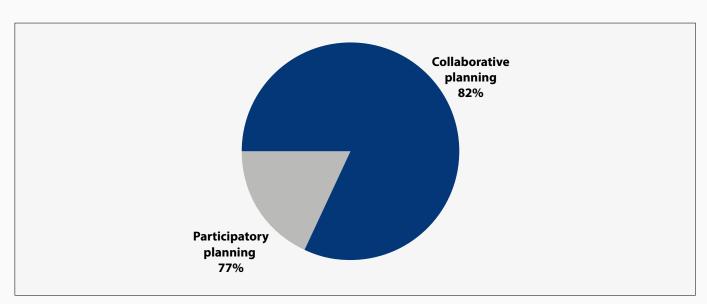


Figure 9: Project implementation planning

When asked about project design tools/principles, such as Results-Based Management, when developing a new project, 32,7% of all the respondents answered that they use them occasionally, while 32,7% stated that they use them regularly.

17,8% of National Commissions shared that they rarely used such tools or principles and 5,0% answered that they had never used them. The remaining 6,9% stated that they were unaware of such project design tools and principles.

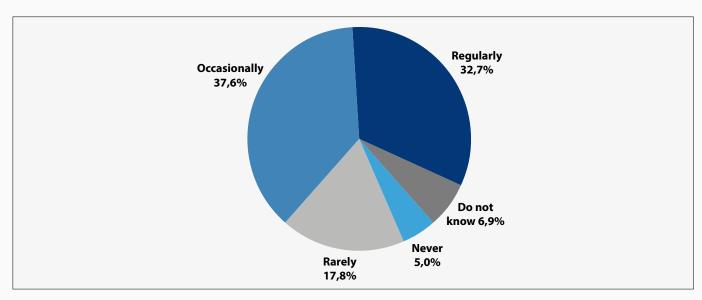


Figure 10: Design tools/principles (i.e. Results-Based Management)

Operational Management

The unprecedented challenges of the COVID-19 pandemic, including the holding of statutory meetings and the conversion of meetings and activities to virtual or hybrid modalities, have highlighted the crucial need for the teleconferencing/

teleworking capacity of National Commissions for the fulfillment of their functions at national and international levels. When asked if National Commissions have teleconferencing facilities, 54,5% of respondents answered "Yes", while 26,7% chose "No" and 18.8% chose "Partially".

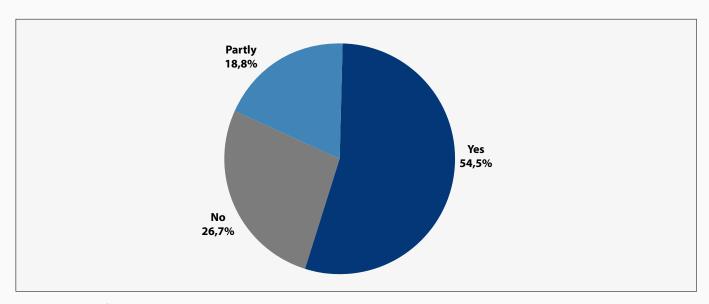


Figure 11: Teleconference equipment

When it comes to teleconferencing/teleworking challenges, 37,6% of respondents quoted time difference as their biggest struggle, followed by lack of proper equipment (33,7%),

unstable internet connection (33,7%), other issues (26,7%), and power failure (13,9%).

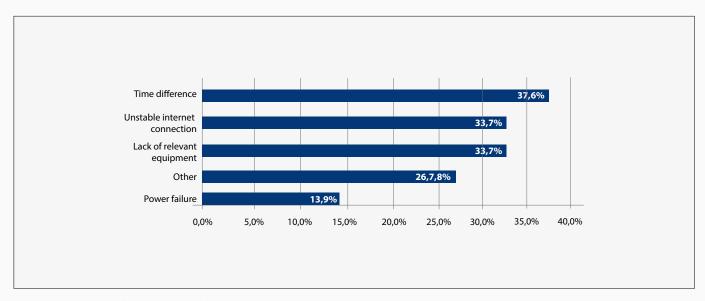


Figure 12: Biggest challenges in teleworking

Communication Management

When asked about the main means of communication used to improve the visibility and communication of National Commissions, respondents ranked Seminars, workshops and conferences (75,2%), Online tools (64,4%) and International Days and Celebrations of UNESCO (60,4%) as the most used means, which were followed by the use of logo and patronage of UNESCO (37,6%), traditional tools such as radio or newspaper (37,6%), and physical publications (36,6%).

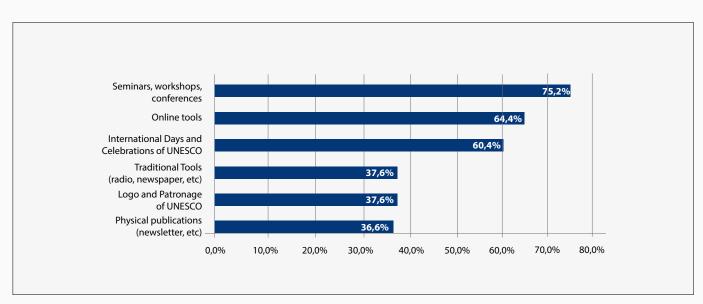


Figure 13: Means of communication

Regarding specific online communication tools used by National Commissions, participants listed Facebook (58,4%), separate official websites (47,5%), other tools such as blogs or

emails (38,6%), webpages within the official websites of line ministries (27,7%) and Twitter (25,7%).

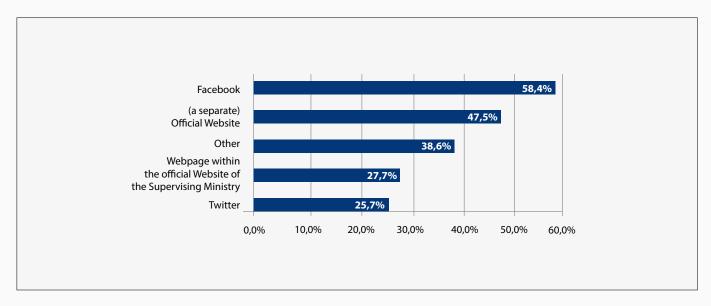


Figure 14: Online communication tools

Daily Challenges

When asked about the daily issues and major challenges faced by National Commissions, respondents mentioned budgetary limitations (80,2%), shortage of staff (60,4%), lack of expertise (29,7%), weak technical capacity (26,7%), lack of visibility (23,8%) and other issues (13,9%).

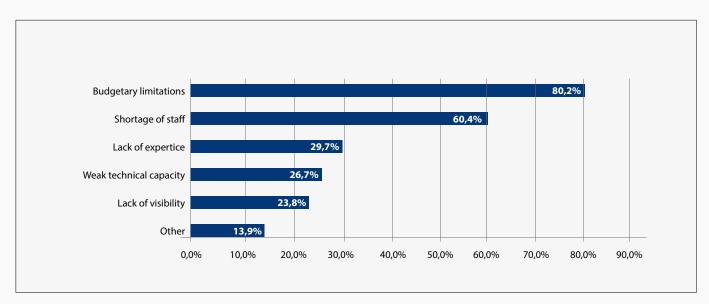


Figure 15: Major daily challenges

In order to overcome the challenges identified above, and when questioned about the specific training needs of each National Commission, respondents identified the need for training in resource mobilization technique (61,4%), training for technical capacity building, namely in writing project proposals

or reports and in preparing nominations (60,4%), training to strengthen expertise in each area of UNESCO's competence (57,4%), training in Result-Based Management (45,5%), training in public relations and information (44,6%), and others (4,0%).

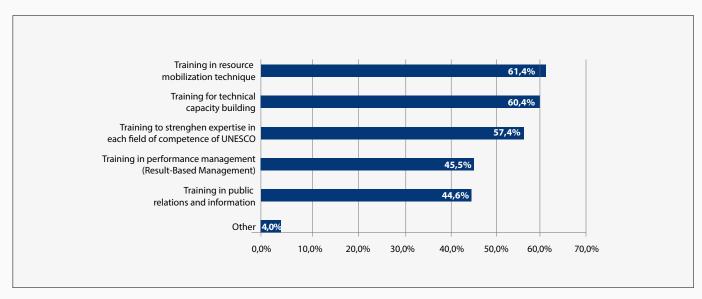


Figure 16: Training requirements

Cooperation with national stakeholders other than the governments

On the subject of the frequency of interactions between the National Commissions and civil society and academia in their respective countries, 44,6% of National Commissions reported cooperating with them "most of the time" and 31,7% — "always". 19.8% of National Commissions indicated that they interact "sometimes" with civil society and academia and 4,0% of respondents answered that they do so "rarely".

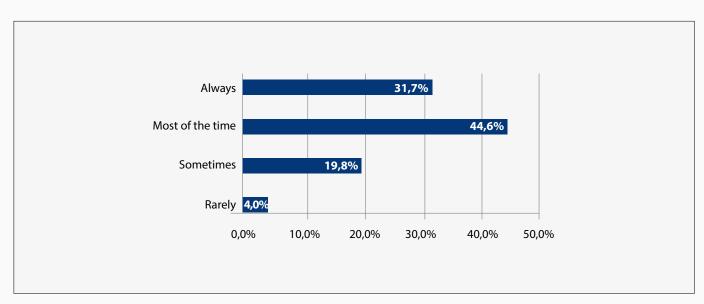


Figure 17: Interaction with civil society and academia

When asked about the main purposes of their interaction with civil society and academia, respondents listed that they do so to share updated information and current activities of UNESCO (83,2%), to coordinate UNESCO's national networks, such as the UNESCO Creative Cities Network (UCCN), the UNITWIN/

UNESCO Chairs programme or the UNESCO Associated Schools Network (ASPnet) (79,2%), to ask their opinion and expertise on UNESCO issues (62,4%), to find national candidates for UNESCO Prizes (62,4%) and, finally, to build the capacities of national stakeholders (54,5%).

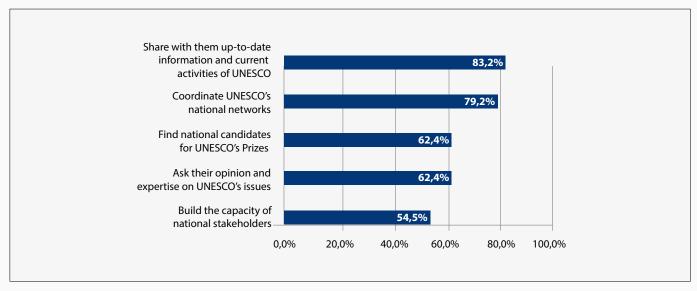


Figure 18: Main purpose of interaction with civil society and academia

On the topic of partnership with Associations and Clubs for UNESCO and concerning the overall level of satisfaction, 49,5% of National Commissions answered that they considered themselves "satisfied" and 10.9% "very satisfied" with the partnership, while 24,8% of respondents indicated that they

were "dissatisfied". For the remaining 14,9% of respondents, the question did not apply to their situation (due to the absence of Associations and Clubs for UNESCO in their country).

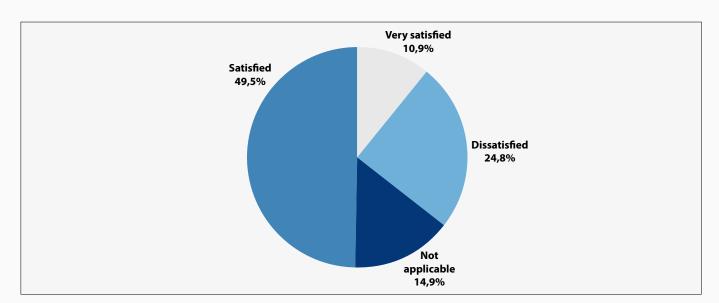


Figure 19: Partnership with UNESCO Associations/Clubs

Specifically, when asked to identify the main day-to-day challenges of working with Associations and Clubs for UNESCO in their respective countries, respondents acknowledged budgetary limitations (55,4%), monitoring of the activities of Associations and Clubs such as the use of the UNESCO logo

(34,7%), the shortage of staff (26,7%) and the lack of interest and collaboration from Associations and Clubs (18,8%). For 15,8% of the remaining respondents the question did not apply (due to the absence of Associations and Clubs for UNESCO in their country).

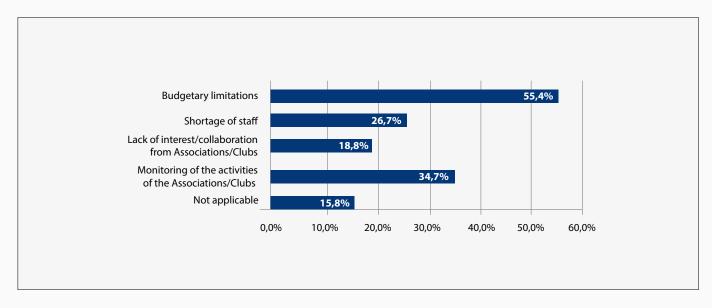


Figure 20: Major daily challenges in working with UNESCO Associations/Clubs

Alignment with UNESCO's Global Priorities

When asked to what extent National Commissions felt familiar with UNESCO's two Global Priorities (Africa, Gender Equality)

and priority groups (Youth, SIDS), 55,4% of respondents answered that they considered themselves to be "very" familiar, 33,7% that they were "somewhat" familiar, 8,9% replied that they knew "a little bit" and, finally, 2,0% replied that they were "not at all" aware of the Global Priorities and priority groups.

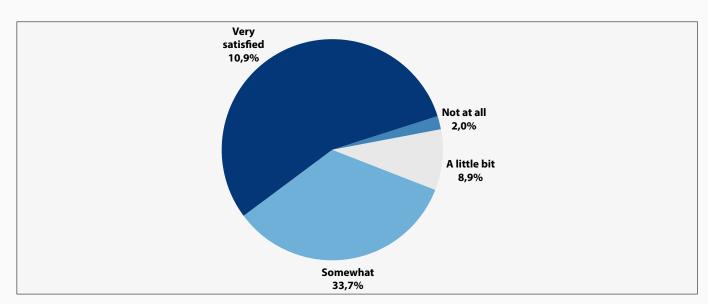


Figure 21: Alignment with UNESCO's Global Priorities and priority groups

Moreover, 39,9% of respondents acknowledged that the two Global Priorities (Africa, Gender Equality) and priority groups (Youth, SIDS) of UNESCO are "well reflected" in their National

Commission's activities and projects, 36,6% that they are "moderately reflected", 14,9% "somewhat reflected" and 8,9% "not very reflected".

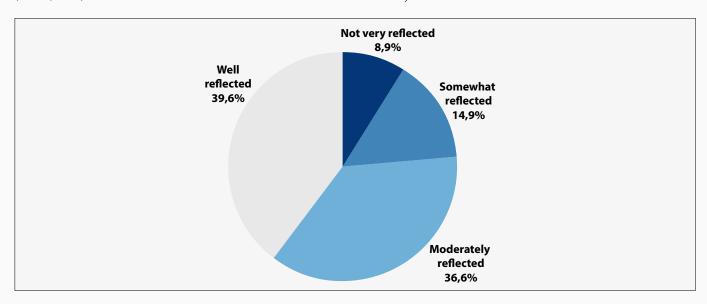


Figure 22: Reflection of UNESCO's priorities in activities and projects

Participation of National Commission in priority actions of UNESCO

Regarding the degree of involvement of National Commissions in UNESCO's priority actions, initiatives and international

events, National Commissions indicated that they considered themselves to be "moderately involved" (33,7%), "well involved" (30,7%), "somewhat involved" (30,7%) and "not very involved" (5,0%) in the actions of the Organization.

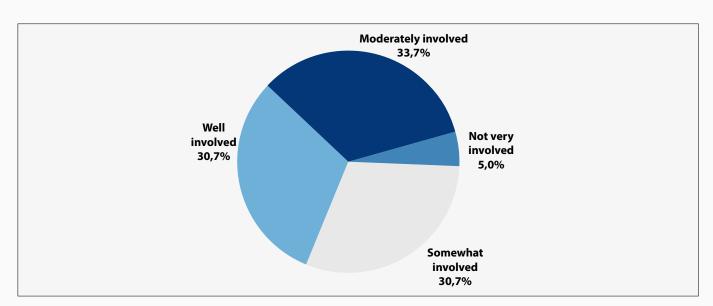


Figure 23: Involvement in priority actions, initiatives, and international events of UNESCO

Among the respondents that answered that they are "not very involved" and "somewhat involved" in priority actions, initiatives and international events, the reasons mentioned were the lack of (financial and human) resources (80,6%), not being officially

invited (27,8%), lack of information (25,0%), lack of time and urgency of other tasks (25%), and other reasons (8,3%).

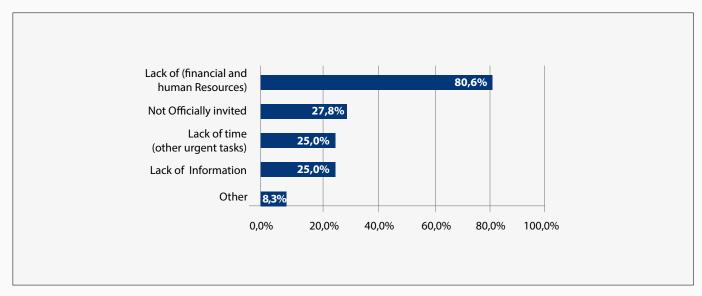


Figure 24: Reasons for lack of involvement

Future Priorities

When questioned about the different roles that the National Commissions would like to strengthen further in the future,

respondents identified as priorities the consultation role (58,4%), the representative and executive role (53,5%), the coordination role (51,5%), the information role (44,6%), the liaison role (40,6%) and others (3,0%).

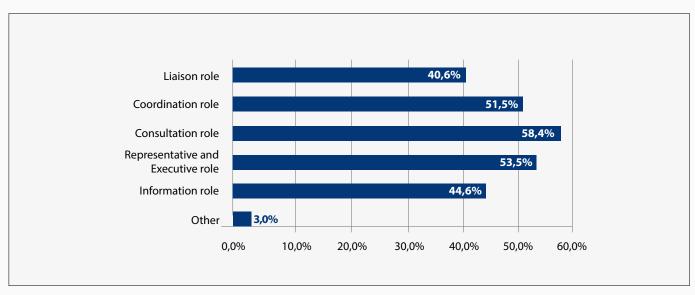


Figure 25: Roles to be strengthened in the future

Respondents also identified as their future priorities that they plan to improve the impact and visibility of their activities and projects (82,2%), to strengthen the expertise and build the

capacities of their respective staff (68,3%), to mobilize financial resources (68,3%) and others (2,0%).

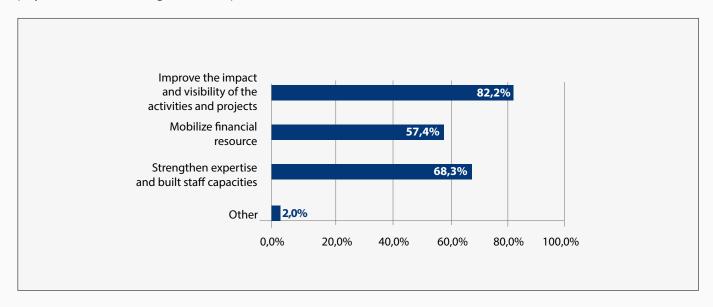


Figure 26: Future priorities

Mobility/Rotation

Regarding staff movements and their frequency, 69,3% of participants responded that mobility/rotation occurs once

every 4 years or more, 10,9% once every 3 years, 11,9% that it takes place once every 2 years, and 7,9% that it occurs every year

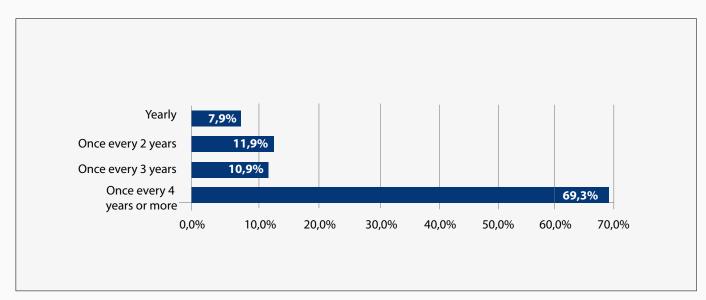


Figure 27: Frequency of personnel movement

As reasons for staff movement, the National Commissions identified the Rotation Policy within the supervising Ministry (35.6%), personal reasons (30.7%), other reasons (23.8%)

and the Mobility policy at the Secretariat of the National Commission (9.9%).

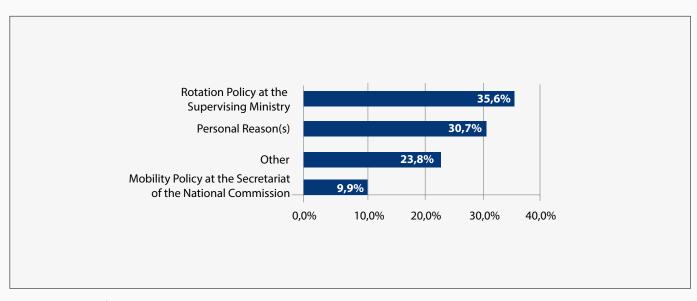


Figure 28: Reasons for personnel movement

ANNEX 1

¬ SURVEY QUESTIONNAIRE

National Commissions Unit (PAX/NAC)

Dear Secretary-General,

As you well know, we are updating this year the publication entitled "Architecture of National Commissions for UNESCO". This publication will provide fundamentals on the status, composition and resources of National Commissions and we are thankful to many of you who have provided us with your respective contributions.

To finalize the preparation process of this publication, we would be grateful if you could respond to the below survey, which intends to enrich this important publication and provide an empirical database on the issues we would like to highlight through this publication.

Our aim is to receive frank and sincere answers that will help us clearly understand the issues faced by National Commissions so we can work together towards finding targeted solutions.

For organizational purposes, we ask you to identify your National Commission from the list below, as it is important for us to know which countries have participated in this survey. However, rest assured that all answers will be treated anonymously and that the results of our analysis will only be based on the geographical distribution of participants by region. Therefore, no specific National Commission will be mentioned in the publication of this survey's results.

We thank you in advance for your participation in this survey and remain at your disposal for any additional information in this regard.

Question 1 – Status, Structure, and Cooperation

(Questions on the recommendations made in the 2013 Report of the open-ended tripartite working group on the follow-up to the 'review of the cooperation of the UNESCO Secretariat with National Commissions for UNESCO')

Recommendation 1 of the working group stipulates that where they have not already done so, Member States adopt legal or administrative instruments specifying the role and the organization of their National Commission within the national context.

| Have such legal administrative instruments been adopted or updated in your country since 2013? |
|--|
| ☐ Yes |
| □ No |
| ☐ Partially |
| If you have any additional comments in this regard: |
| |
| Recommendation 3 of the working group stipulates that all Member States review the status and structure of their National Commissions and their secretariats to ensure that they have the authority, the capacity, and the expertise to work effectively in UNESCO's areas of competence, with their governments, government agencies as well as intellectual communities, civil society partners, UNESCO Secretariat at Headquarters and field offices and other National Commissions, and fulfill their advisory function. |
| Has such a review been done by the authorities of your country in consultation with your National Commission? |
| ☐ Yes |
| □ No |
| ☐ Partially |
| If you have any additional comment in this regard: |
| |

Recommendation 9 of the Working Group stipulates that each National Commission, which is in a position to assist other less well-equipped National Commissions take steps to make its position known and actively explore avenues for lending a hand in this way. Twinning system, staff exchange programme and cooperative network among National Commissions are most welcome and encouraged. It is further recommended that National Commissions be invited to report to the Secretariat on their experience with such arrangements from time to time, so that their experience can be used by others.

| Hasyour National Commission been supportive of or involved in a common activity with other National Commission (s)? |
|---|
| ☐ Yes |
| □ No |
| ☐ Partially |
| If you have any additional comments in this regard: |
| |
| |
| |
| |
| |
| |
| |
| Recommendation 10 of the working group stipulates that the "Guidelines for interface and cooperation between UNESCO field offices and National Commissions for UNESCO" endorsed by the Executive Board in April 2006 (174 EX/34, Annex) be reviewed and updated to take stock of the current situation to enhance the collaboration between UNESCO field offices and National Commissions. It also recommends that Field Offices be reminded of the obligation to work in close cooperation with National Commissions as well as Member States in their region. Similarly, National Commissions should be reminded of the importance of keeping in touch with the field offices and keep them informed and consulted about any programmes of relevance at a regional level. |
| Is there any mechanism of continued interaction between your National Commission and the UNESCO Field Office your Member State is covered by? |
| ☐ Yes |
| □ No |
| ☐ Partially |
| If you have any additional comments in this regard: |
| |

Question 2 – Internal Consultation Mechanism

The 'Charter of National Commissions for UNESCO' stipulates that the "function of National Commissions is to involve in UNESCO's activities the various ministerial departments, agencies, institutions, organizations and individuals working for the advancement of education, science, culture and information".

| How often does your National Commission consult its Chairperson/ President? |
|--|
| ☐ Daily |
| ☐ Monthly |
| Quarterly |
| ☐ Twice per year |
| ☐ Yearly |
| Others |
| How often does your National Commission's General Assembly/Executive Committee/Standing Committee (directly presided by the Chairperson/President) meet a year? |
| Monthly |
| Quarterly |
| ☐ Twice per year |
| Yearly |
| Others |
| Question 3 – Performance Management |
| In line with the 'Enabling Outcome 11 (Accountable, efficient and effective management in pursuit of the Organization's results)' of the '2022 – 2025 Approved Programme and Budget (41 C/5)', UNESCO pursues the continuous adaptation of Results-Based Management (RBM) approaches, methodologies and instruments. |
| Does your National Commission implement its own projects on a regular basis? |
| Yes |
| □ No |
| If yes, how do you develop the new project(s)? |
| By collaborative planning (Planning based on the collaboration of officials/technical experts and the representatives of the key stakeholders.) |
| By participatory planning (A way of planning where the initiative and leadership are taken by the beneficiaries, and in which external facilitators participate.) |

| Does your National Commission use project design tools/principles, such as Results-Based Management, when developing a new project? |
|--|
| ☐ Never |
| Rarely |
| ☐ Occasionally |
| Regularly |
| ☐ Don't know |
| |
| Question 4 – Operational Management |
| The unprecedented challenges of the COVID-19 pandemic, including the holding of statutory meetings and converting of meetings and activities into virtual or hybrid modalities, highlighted the essential need for the teleconferencing/teleworking ability of National Commissions for the fulfillment of their duties at national as well as international levels. |
| Does your National Commission have teleconference equipment? |
| Yes |
| □ No |
| ☐ Partly |
| What is your biggest challenge in teleconferencing/teleworking? |
| ☐ Lack of relevant equipment |
| ☐ Unstable internet connection |
| ☐ Power failure |
| ☐ Time difference |
| Others |
| |
| Question 5 – Communication Management |
| UNESCO Medium-Term Strategy 2022-2029 (41 C/4) recognizes that National Commissions "secure UNESCO's presence and visibility within the Member States, in the long term and across programmes, including at States' different territorial levels, with national institutions, umbrella associations, academia, NGOs and civil society". Therefore, the communication skills and capacity of National Commissions are among the crucial elements for better visibility of the National Commissions and UNESCO itself. |
| Which of the following is your National Commission's primary means of communication? |
| Physical Publications (newsletter, etc.) |
| Seminars, Workshops, Conferences |
| International Days and Celebrations of UNESCO |
| Logo and Patronage of UNESCO Traditional Tools (radio payspaper ets.) |
| Traditional Tools (radio, newspaper, etc.) |

☐ Online Tools

| - | | |
|---|---|--|
| • | 4 | |

| Which of the following online communication tools your National Commission is using? |
|---|
| (a separate) Official Website (URL address: |
| ☐ Webpage within the official website of the Supervising Ministry (URL address: |
| Facebook (URL address: |
| Twitter (URL address: |
| Others |
| Question 6 – Daily Challenges |
| In 2009, on the occasion of the publication of the "Architecture of National Commissions for UNESCO", a survey wa conducted on the daily challenges of each National Commission. The same question is presented to identify the changes in their major challenges, especially in relation to the outbreak of the COVID-19 pandemic. |
| Which of the following are your major daily challenges? |
| ☐ Budgetary limitations |
| ☐ Shortage of staff |
| ☐ Lack of expertise |
| ☐ Weak technical capacity |
| ☐ Lack of visibility |
| Others (Please specify the major challenges of your National Commission.) |
| |
| In order to overcome the challenges identified above, the following question is presented to understand the training needs of each National Commission. |
| Considering current challenges, which of the following training would you like to receive most urgently? |
| ☐ Training in resource mobilization technique |
| ☐ Training in performance management (Result-Based Management) |
| ☐ Training to strengthen expertise in each field of competence of UNESCO |
| ☐ Training for technical capacity-building (writing project proposals and reports, preparing nominations) |
| ☐ Training in public relations and information |
| Others (Please specify the needs of your National Commission) |

| Question 7 – Cooperation with national stakeholders other than the governments |
|---|
| How often does your National Commission interact with civil society and academia in your country? |
| ☐ Never |
| Rarely |
| Sometimes |
| ☐ Most of the Time |
| Always |
| What is the main purpose of interaction with civil society and academia? |
| ☐ To ask their opinion and expertise on UNESCO's issues |
| ☐ To share with them up-to-date information and current activities of UNESCO |
| ☐ To find national candidates for UNESCO's Prizes |
| To coordinate UNESCO's national networks (creative cities, learning cities, UNITWIN/UNESCO Chairs, ASPnet, etc.) |
| ☐ To build the capacity of national stakeholders |
| How satisfied are you with the partnership with Association/Club for UNESCO in your country? |
| Dissatisfied |
| ☐ Satisfied |
| ☐ Very Satisfied |
| Which of the following are your major daily challenges in working with Association/Club for UNESCO in your country? |
| Budgetary limitations |
| ☐ Shortage of staff |
| Lack of interest/collaboration from Association/Club |
| Monitoring of the activities of the Association/Club (use of UNESCO logo, etc.) |

Question 8 – Alignment with UNESCO's Global Priorities

| How familiar are you with the two Global Priorities (Africa, Gender Equality) and priority groups (Youth, SIDS) of UNESCO? |
|---|
| □ Not At All |
| ☐ A Little Bit |
| Somewhat |
| ☐ Very |
| To what extent are the two Global Priorities (Africa, Gender Equality) and priority groups (Youth, SIDS) of UNESCO reflected in your National Commission's activities and projects? |
| ☐ Not Very Reflected |
| ☐ Somewhat Reflected |
| ☐ Moderately Reflected |
| ☐ Well Reflected |
| Question 9 – Participation of National Commission in priority actions of UNESCO |
| To what extent do you think your National Commission is involved in priority actions, initiatives, and international events of UNESCO? |
| ☐ Not Very Involved |
| Somewhat Involved |
| Moderately Involved |
| ☐ Well Involved |
| If you have answered 'Not Very Involved' or 'Somewhat Involved', what are the main reasons? |
| Lack of Information |
| ☐ Not Officially Invited |
| Lack of (financial and human) Resources |
| Lack of Time (other urgent tasks) |
| Others (Please specify the reason(s). |
| |

Question 10 – Future Priorities

| Which of the following roles of your National Commission do you think should be further strengthened in the future? |
|---|
| ☐ Liaison Role |
| Coordination Role |
| Consultation Role |
| Representative and Executive Role |
| ☐ Information Role |
| Others (Please specify, if any.) |
| |
| Which of the following items does your National Commission plan to focus on in the future? |
| Improving the impact and visibility of the activities and projects |
| Mobilizing financial resource |
| Strengthening expertise and building capacities of the staff |
| Others (Please specify, if any.) |
| |
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Question 11 – Mobility/Rotation

| What is the frequency of personnel movement in your National Commission? | | |
|--|--|--|
| ☐ Yearly | | |
| Once every two years | | |
| Once every three years | | |
| Once every four years or more | | |
| What is the reason(s) for the personnel movement? | | |
| Mobility Policy at the Secretariat of the National Commission (When the personnel is directly employed by the National Commission.) | | |
| Personal Reason(s) (When the personnel is directly employed by the National Commission.) | | |
| Rotation Policy at the Supervising Ministry (When a government official performs the role of staff member of the Nation Commission on a rotational basis.) | | |

■ LIST OF ACRONYMS

| Al | Artificial Intelligence |
|----------|---|
| ALECSO | Arab League Educational, Cultural and Scientific Organization |
| APCEIU | Asia-Pacific Centre of Education for International Understanding |
| АРХ | Financial, administrative and general questions, programme support and external relations |
| ASPnet | UNESCO Associated Schools Network |
| CCNB | National Consultative Bioethics Committee |
| CEO | Chief executive officer |
| CI | Communication and Information |
| CIGEPS | Intergovernmental Committee for Physical Education and Sport |
| COMEST | World Commission on the Ethics of Scientific Knowledge and Technology |
| CONALMEX | Mexican Commission for Cooperation with UNESCO |
| CONCYTEC | Council for Science, Technology and Technological Innovation |
| CSO | Civil society organization |
| DSA | Daily subsistence allowance |
| EFA | Education for All |
| ESD | Education for Sustainable Development |
| EUR | Euros |
| FTE | Full-time employee |
| HQ | Headquarters |
| IBC | International Bioethics Committee |
| IBSP | International Basic Sciences Programme |
| ICC | International Co-ordinating Council |
| ICH | Intangible Cultural Heritage |
| ICESCO | Islamic World Educational Scientific and Cultural Organization |
| ICOM | International Council of Museums |
| ICOMOS | International Council on Monuments and Sites |
| ICT | Information and Communication Technology |
| IFAP | Information for All Programme |
| IFCD | International Fund for Cultural Diversity |
| IGCP | International Geoscience Programme |
| IGGP | International Geoscience and Geoparks Programme |
| IHP | Intergovernmental Hydrological Programme |

| IIEP | International Institute for Educational Planning |
|---------|---|
| IOC | Intergovernmental Oceanographic Commission |
| IPDC | International Programme for the Development of Communication |
| MAB | Man and the Biosphere programme |
| MBSSE | Ministry of Basic and Senior Secondary Education (Sierra Leone) |
| МІС | Ministry of Information and Communications (Sierra Leone) |
| MINEPS | International Conference of Ministers and Senior Officials Responsible for Physical Education and Sport |
| МоЕ | Ministry of Education |
| MOST | Intergovernmental Programme for Management of Social Transformations |
| MOW | Memory of the World |
| MSWGCA | Ministry of Social Welfare, Gender and Children's Affairs (Sierra Leone) |
| MTHE | Ministry of Technical and Higher Education (Sierra Leone) |
| MYS | Ministry of Youth Affairs (Sierra Leone) |
| NaCCED | National Council for Civic Education and Development (Sierra Leone) |
| NGO | Non-governmental Organization |
| RBM | Results-based management |
| SDG | Sustainable Development Goals |
| SDG4 | Sustainable Development Goal 4: Quality Education |
| SIDS | Small Island Developing States |
| STEM | Science, Technology, Engineering and Mathematics |
| TVET | Technical and Vocational Education and Training |
| UCCN | UNESCO Creative Cities Network |
| UGGp | UNESCO Global Geoparks |
| UNEVOC | International Centre for Technical and Vocational Education and Training |
| UNICEF | United Nations Children's Fund |
| UNITWIN | University Twinning and Networking Programme |
| UNLD | United Nations Literacy Decade |
| USD | United States dollar |
| WHC | World Heritage Convention |

