



unesco

ARCHITECTURE of NATIONAL COMMISSIONS for UNESCO

2022

The designations employed in this publication and the presentation of the data do not imply the expression of any opinion whatsoever on the part of UNESCO concerning the legal status of any country, territory, city or area of its authorities, or concerning the delimitation of its frontiers or boundaries.

Credits :

Cover : ©UNESCO Michel Ravassard

p. 5 : ©UNESCO-Christelle Alix

p. 30-31 : Shutterstock.com/HandmadePictures

p. 68-69 : Shutterstock.com/SDC PROD

p. 84-85 : Shutterstock.com/Dmitry Rukhlenko

p. 130-131 : Shutterstock.com/Martin M303

p. 180-181 : Shutterstock.com/Pere Rubi

Design : UNESCO

**ARCHITECTURE of
NATIONAL COMMISSIONS
for UNESCO**

2022

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.

A handwritten signature of Audrey Azoulay in black ink, written over a horizontal line.

Audrey Azoulay
Director-General of UNESCO

TABLE OF CONTENTS

Foreword.....	5
PART I	
OVERVIEW OF THE “ARCHITECTURE” OF NATIONAL COMMISSIONS FOR UNESCO	13
ORIGINS AND NATURE OF NATIONAL COMMISSIONS.....	14
Why UNESCO adopted the concept of National Commissions	14
Why a Member State should establish a National Commission	14
Why the identity of the National Commissions is so complex	14
What fundamentals constitute a National Commission’s architecture.....	15
STATUS OF NATIONAL COMMISSIONS.....	16
Why a National Commission needs a legal instrument	16
How National Commissions are positioned vis-à-vis their governments	16
Governmental Commissions	16
Semi-Governmental Commissions.....	16
Autonomous Commissions.....	16
What responsibilities assigned to a “supervising” Ministry.....	17
Why a Commission should promote inter-ministerial and cross-sectoral cooperation	17
Why effective leadership is important for National Commissions.....	18
The role of the Chairperson.....	18
The role of the Secretary-General.....	18
Why good relations with Permanent Delegations are so vital.....	19
MANDATE OF NATIONAL COMMISSIONS.....	19
Why a Commission’s mandate should be defined by the national context.....	19
What universal objectives common to all National Commissions.....	20
What basic functions for a National Commission	20
Advisory	20
Liaison and coordination	20
Information.....	21
Participation.....	21
How to cope with growing responsibilities when resources are limited.....	21
MEMBERSHIP OF NATIONAL COMMISSIONS.....	22
Why the Commission should be as broadly representative as possible.....	22
What size should be optimal for the membership.....	22
Whom to select as the members of the Commission.....	22

What terms of office for the Commissioners.....	23
Why regular meetings are so important.....	23
STRUCTURE OF NATIONAL COMMISSIONS	23
What basic structural components are common to the National Commissions.....	24
General Assembly	24
Executive Committee	24
Programme Committees	24
Ad hoc Working Groups.....	24
National Committees for Intergovernmental Programmes.....	25
Secretariat of the National Commission	25
SECRETARIAT OF NATIONAL COMMISSIONS.....	25
What minimum staffing a National Commission requires.....	26
What technical facilities a National Commission needs	26
Why financial resources are so important for a Commission's efficiency.....	27
Funding from UNESCO.....	27

PART II

DETAILED INFOSHEETS ON NATIONAL COMMISSIONS FOR UNESCO.....29

AFRICA

▶ Angola.....	32
▶ Benin	33
▶ Burkina Faso.....	34
▶ Cabo Verde.....	35
▶ Cameroon.....	36
▶ Central African Republic.....	37
▶ Chad.....	38
▶ Côte d'Ivoire	39
▶ Democratic Republic of the Congo.....	40
▶ Equatorial Guinea.....	41
▶ Ethiopia	42
▶ Gabon.....	43
▶ Gambia	44
▶ Ghana	45
▶ Guinea.....	46
▶ Guinea Bissau	47
▶ Kenya	48
▶ Lesotho.....	49
▶ Liberia.....	50
▶ Madagascar.....	51

▶ Malawi.....	52
▶ Mali.....	53
▶ Namibia.....	54
▶ Niger.....	55
▶ Nigeria.....	56
▶ Rwanda.....	57
▶ Senegal.....	58
▶ Seychelles.....	59
▶ Sierra Leone.....	60
▶ South Africa.....	61
▶ Togo.....	62
▶ Uganda.....	63
▶ United Republic of Tanzania.....	64
▶ Zambia.....	65
▶ Zimbabwe.....	66
ARAB STATES.....	69
▶ Algeria.....	70
▶ Egypt.....	71
▶ Jordan.....	72
▶ Kuwait.....	73
▶ Lebanon.....	74
▶ Mauritania.....	75
▶ Morocco.....	76
▶ Oman.....	77
▶ Palestine.....	78
▶ Qatar.....	79
▶ Saudi Arabia.....	80
▶ Sudan.....	81
▶ Syrian Arab Republic.....	82
▶ Yemen.....	83
ASIA AND THE PACIFIC.....	85
▶ Australia.....	86
▶ Bangladesh.....	87
▶ Bhutan.....	88
▶ Brunei Darussalam.....	89
▶ Cambodia.....	90
▶ Cook Islands.....	91
▶ Fiji.....	92
▶ India.....	93
▶ Indonesia.....	94
▶ Iran (Islamic Republic of).....	95

Japan.....	96
Kazakhstan	97
Kiribati	98
Kyrgyz Republic.....	99
Lao's People's Democratic Republic	100
Malaysia.....	101
Maldives.....	102
Marshall Islands	103
Micronesia	104
Mongolia	105
Nauru	106
Nepal.....	107
New Zealand.....	108
Niue	109
Pakistan	110
Palau	111
Papua New Guinea.....	112
Philippines.....	113
Republic of Korea	114
Salomon Islands	115
Samoa	116
Singapore.....	117
Sri Lanka	118
Tajikistan	119
Thailand.....	120
The People's Republic of China	121
Tokelau.....	122
Tonga	123
Turkmenistan.....	124
Tuvalu	125
Uzbekistan.....	126
Vanuatu	127
Viet Nam	128
EUROPE AND NORTH AMERICA	131
Åland.....	132
Albania.....	133
Andorre	134
Armenia.....	135
Austria	136
Azerbaijan.....	137
Belarus.....	138
Belgium (Flemish Commission)	139

▀ Belgium (French and German speaking Commission).....	140
▀ Bosnia and Herzegovina.....	141
▀ Bulgaria.....	142
▀ Canada.....	143
▀ Croatia.....	144
▀ Cyprus.....	145
▀ Czechia.....	146
▀ Denmark.....	147
▀ Estonia.....	148
▀ Faroe Island.....	149
▀ Finland.....	150
▀ France.....	151
▀ Georgia.....	152
▀ Germany.....	153
▀ Greece.....	154
▀ Hungary.....	155
▀ Iceland.....	156
▀ Italy.....	157
▀ Latvia.....	158
▀ Lithuania.....	159
▀ Luxembourg.....	160
▀ Malta.....	161
▀ Monaco.....	162
▀ Netherlands.....	163
▀ North Macedonia.....	164
▀ Norway.....	165
▀ Poland.....	166
▀ Portugal.....	167
▀ Romania.....	168
▀ Russian Federation.....	169
▀ San Marino.....	170
▀ Serbia.....	171
▀ Slovakia.....	172
▀ Slovenia.....	173
▀ Spain.....	174
▀ Switzerland.....	175
▀ Sweden.....	176
▀ Türkiye.....	177
▀ Ukraine.....	178
▀ United Kingdom of Great Britain and Northern Ireland.....	179

LATIN AMERICA AND THE CARIBBEAN	181
➤ Antigua and Barbuda	182
➤ Aruba	183
➤ Bahamas	184
➤ Barbados.....	185
➤ Belize	186
➤ Brazil	187
➤ British Virgin Islands	188
➤ Chile.....	189
➤ Colombia.....	190
➤ Cuba.....	191
➤ Curaçao	192
➤ Dominica.....	193
➤ Ecuador	194
➤ Grenada.....	195
➤ Guyana.....	196
➤ Honduras.....	197
➤ Jamaica.....	198
➤ Mexico.....	199
➤ Nicaragua.....	200
➤ Paraguay	201
➤ Peru.....	202
➤ Saint Kitts and Nevis.....	203
➤ Saint Lucia.....	204
➤ Saint Vincent and the Grenadines.....	205
➤ Sint Maarten.....	206
➤ Suriname	207
➤ Trinidad and Tobago	208
➤ Uruguay	209

PART III	
INDICATORS ON NATIONAL COMMISSIONS' STATUS, COMPOSITION AND RESOURCES	211
ANNEX 1	241
LIST OF ACRONYMS	251

PART I

▼ OVERVIEW 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 non-governmental agencies;
- a permanent secretariat comprising competent staff; and
- sufficient financial means and other facilities to enable it to carry out its functions efficiently.

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

This classification is quite relative and theoretical. In reality, the mode of functioning of National Commissions is diverse and 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 re-organization, the question of a “supervising” body should be seriously considered. When a Ministry or Agency becomes a

“supervising” body, it assumes certain responsibilities. There should be a clear understanding on the part of the “supervising” body that a National Commission is 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 multi-disciplinary. 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 pre-determined, 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 re-organization, 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”³ 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=158bcd5-8cdd-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:

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

While the list is not exhaustive, 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/ ex-officio capacity" representing their Ministries or Organizations in the Commission who may change their main jobs, this criteria could be easily applied for the members who are designated in "personal capacities". Ideally, a proportion of the membership should change at a given interval – for instance, every two-three years – in order to ensure continuity of experience within the Commission while benefiting from new expertise.

Why regular meetings are so important

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

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

The meetings should be well planned and devoted to the discussion of priority issues and 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 co-funding and co-organizing in partnership with governmental or non-governmental partners.

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

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.





AFRICA

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:



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:



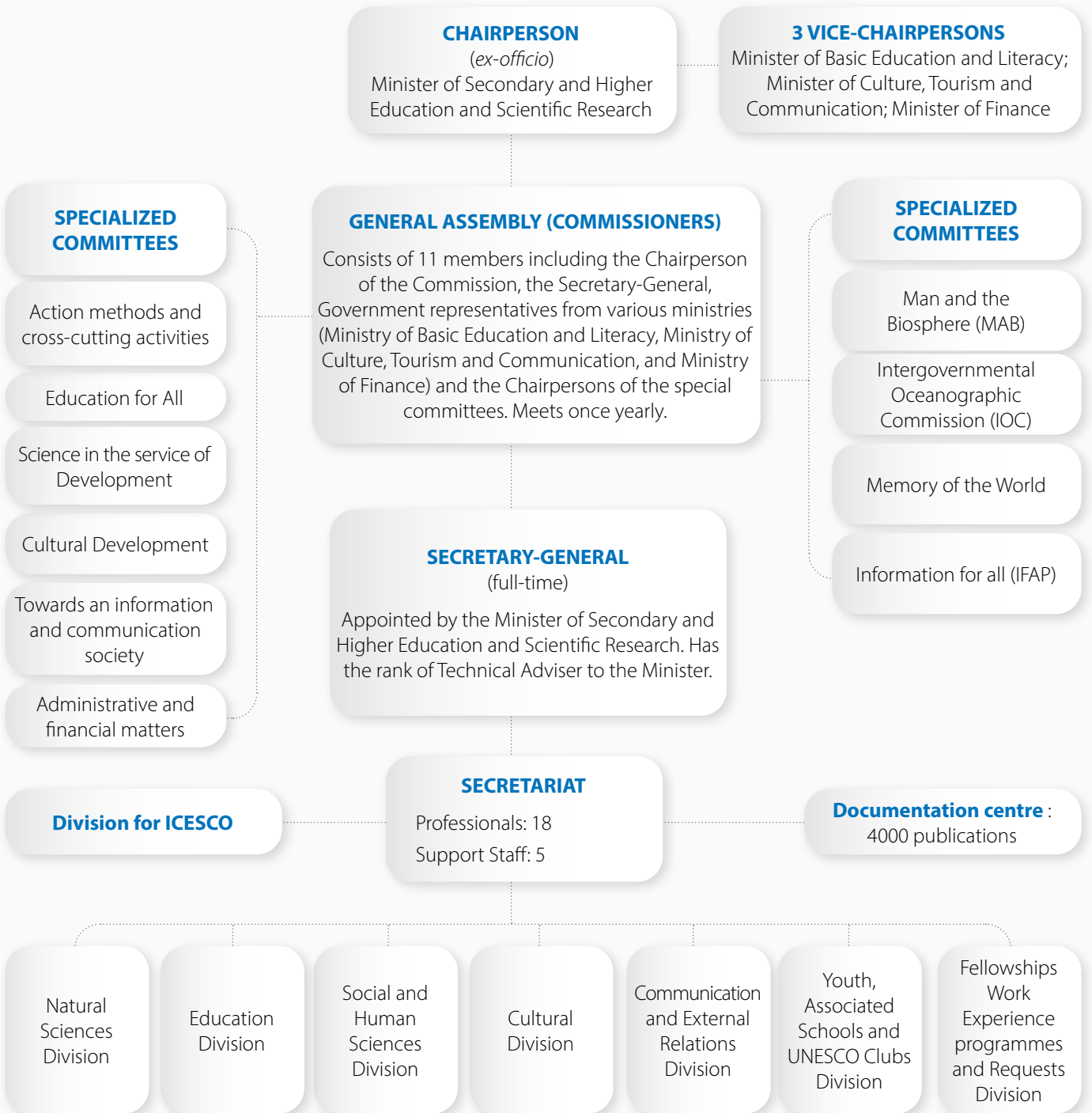
BURKINA FASO National Commission for UNESCO

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:

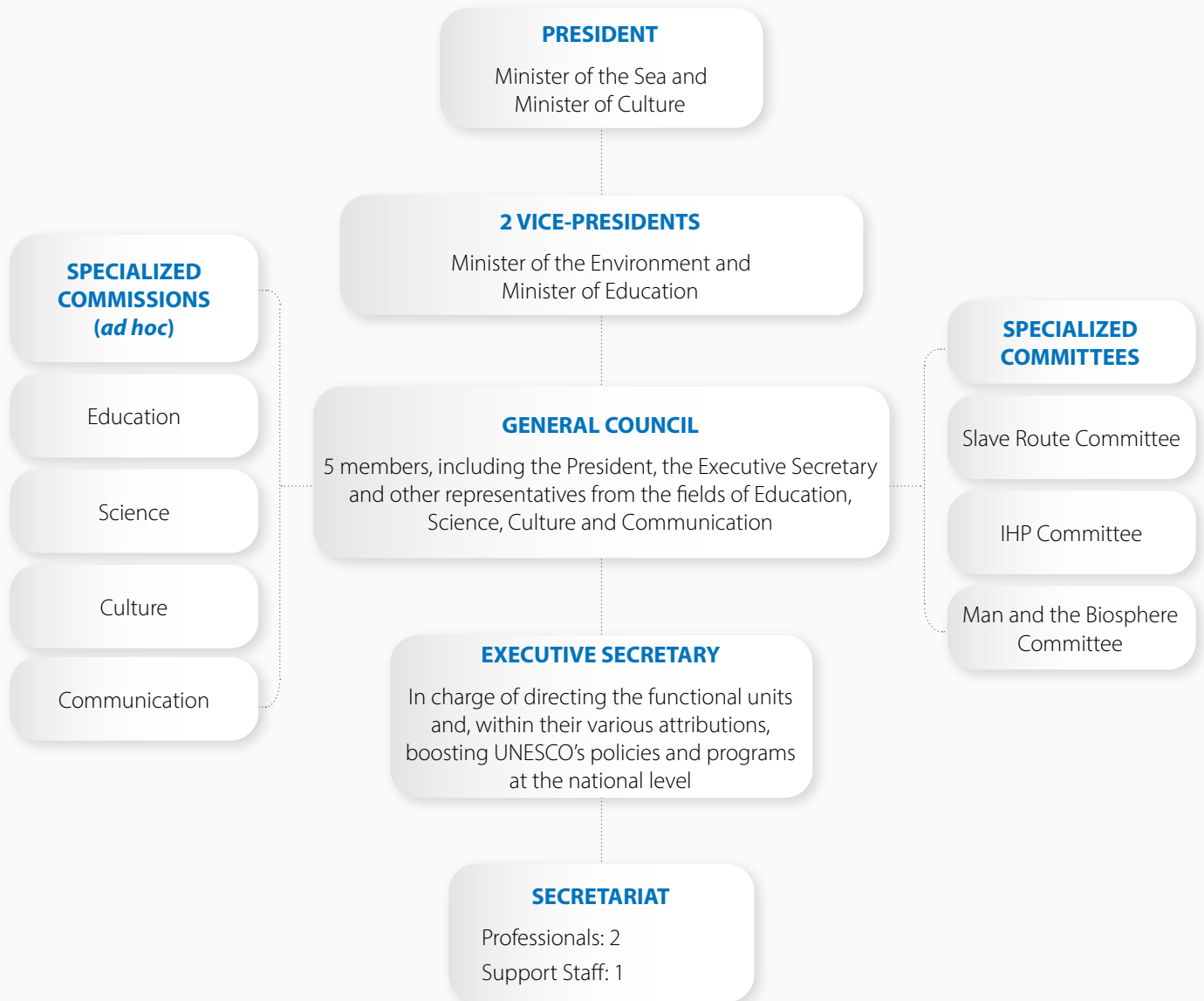


CAPE VERDEAN National Commission for UNESCO

Date of creation: 1987

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

Organizational chart:



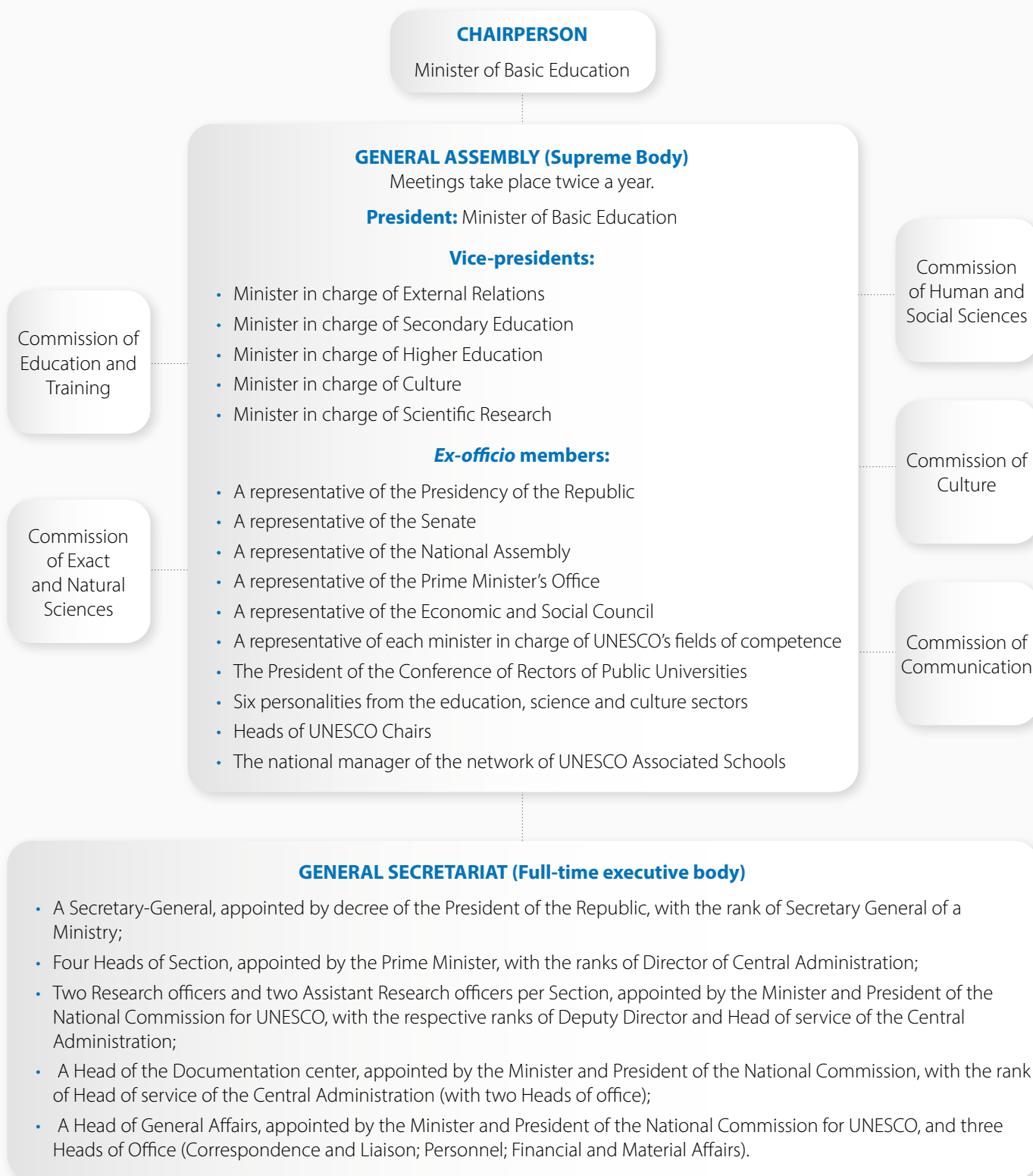
National Commission of CAMEROON for UNESCO

Date of creation: 23 May 1962

Status: Autonomous.

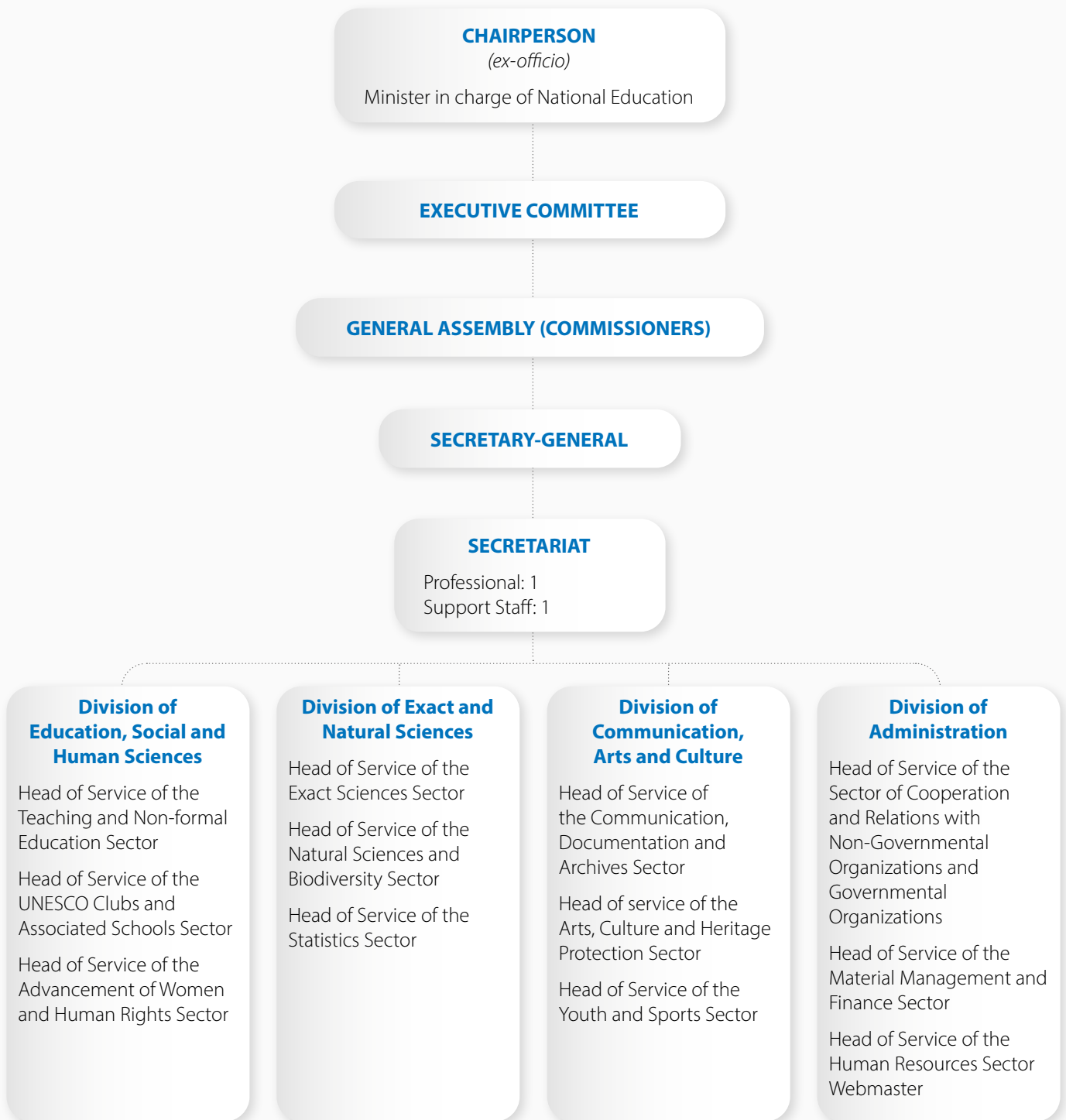
Budget: The budget of the National Commission of Cameroon for UNESCO consists of contributions from all the ministries that are in charge of UNESCO's main fields of competence. The main items of expenditure are operation costs, the implementation of internal activities relating to UNESCO's Programme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

Organizational chart:



CENTRAL AFRICAN National Commission for UNESCO

Organizational chart:



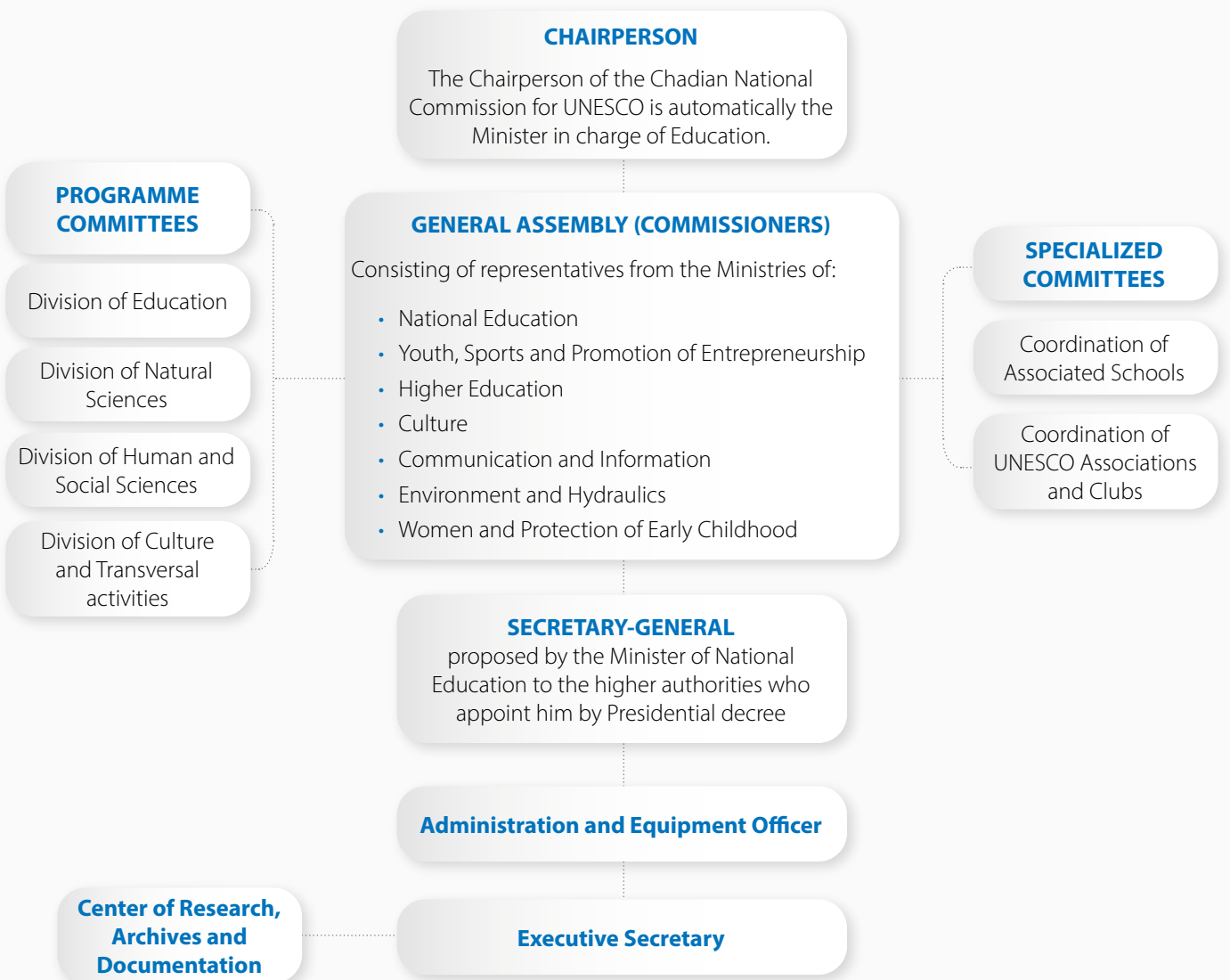
CHADIAN National Commission for UNESCO

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:



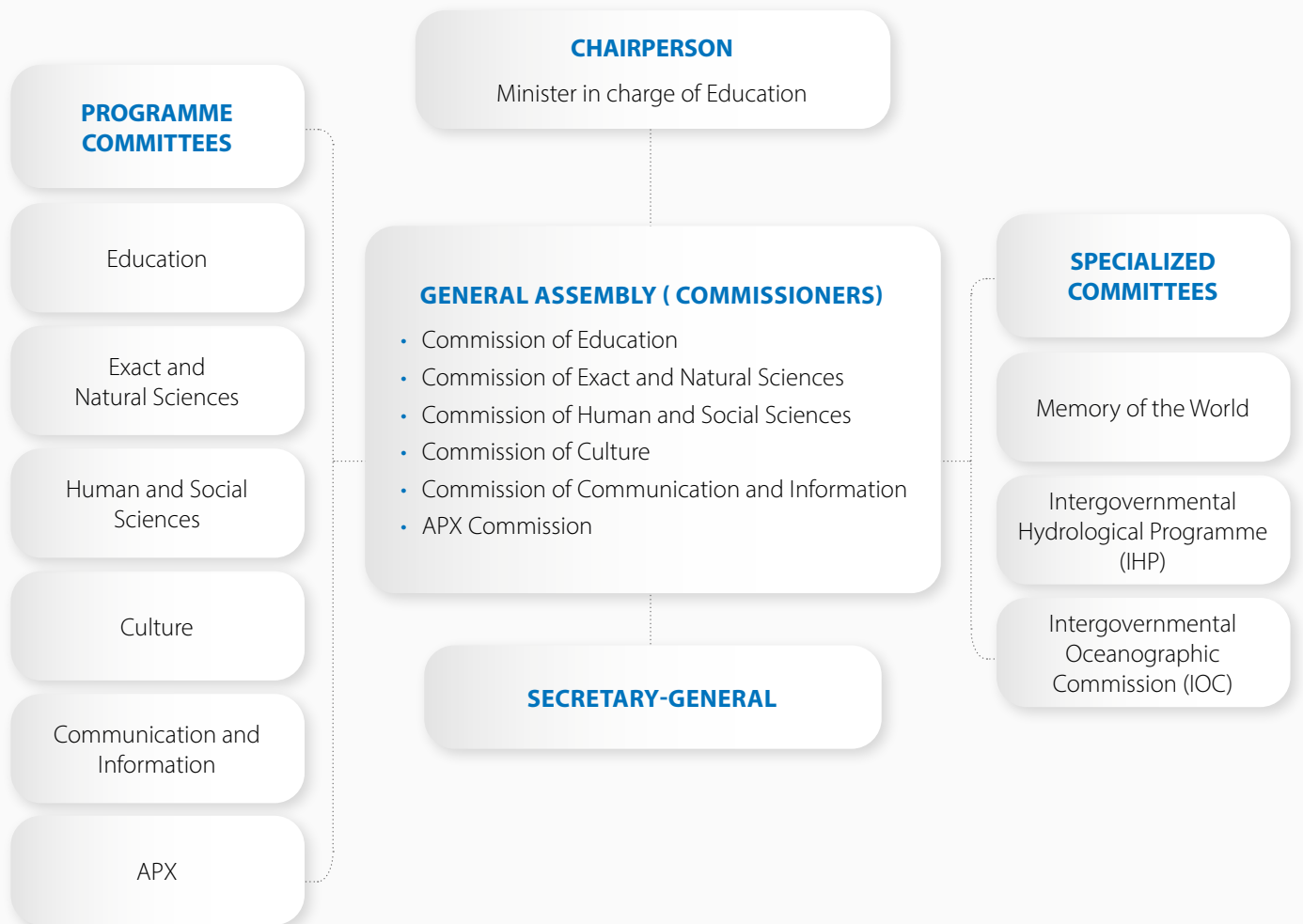
COTE D'IVOIRE National Commission for UNESCO

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.



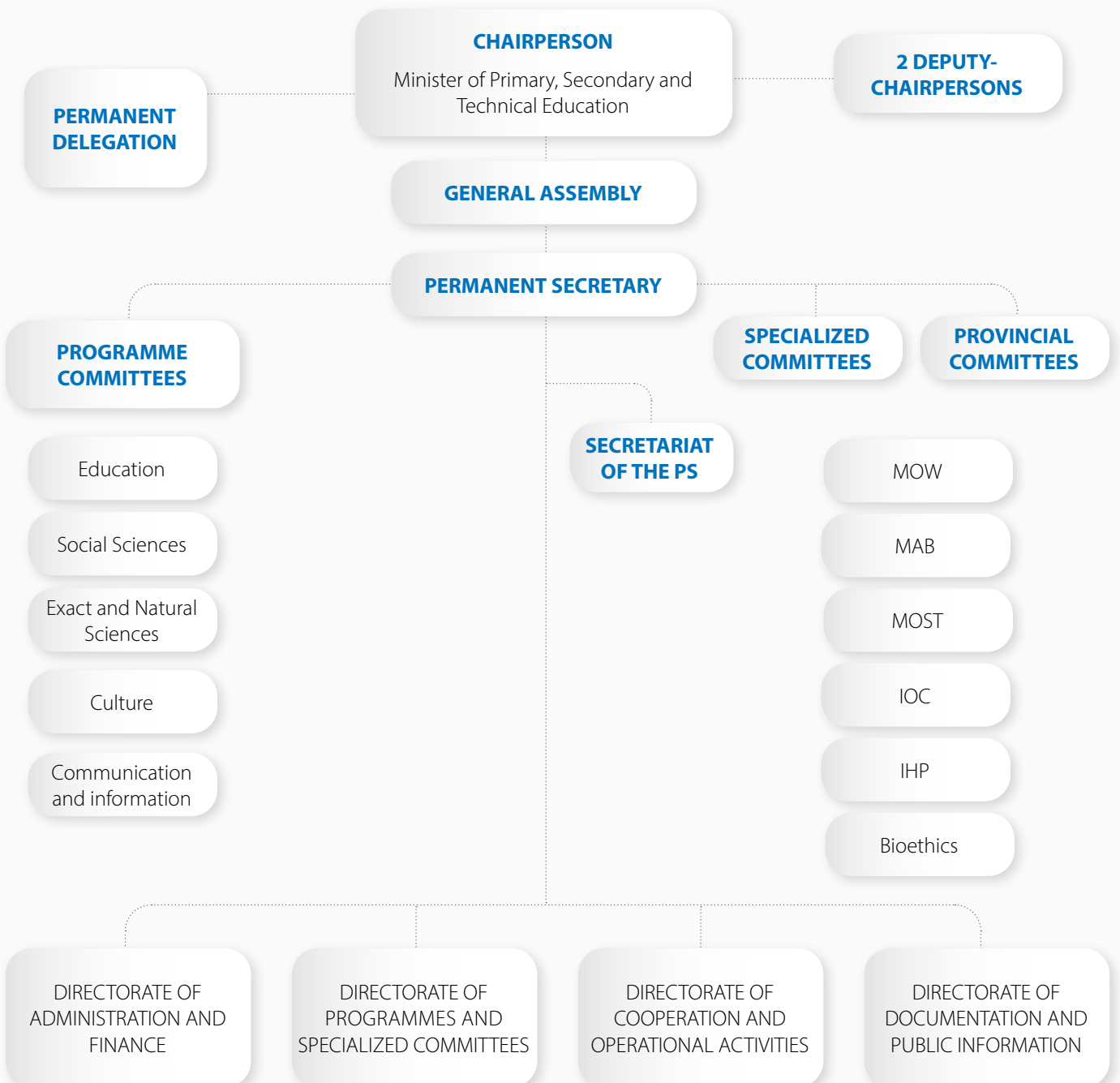
National Commission for UNESCO of the DEMOCRATIC REPUBLIC OF THE CONGO

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.

Organizational chart:



GUINEAN National Commission for UNESCO

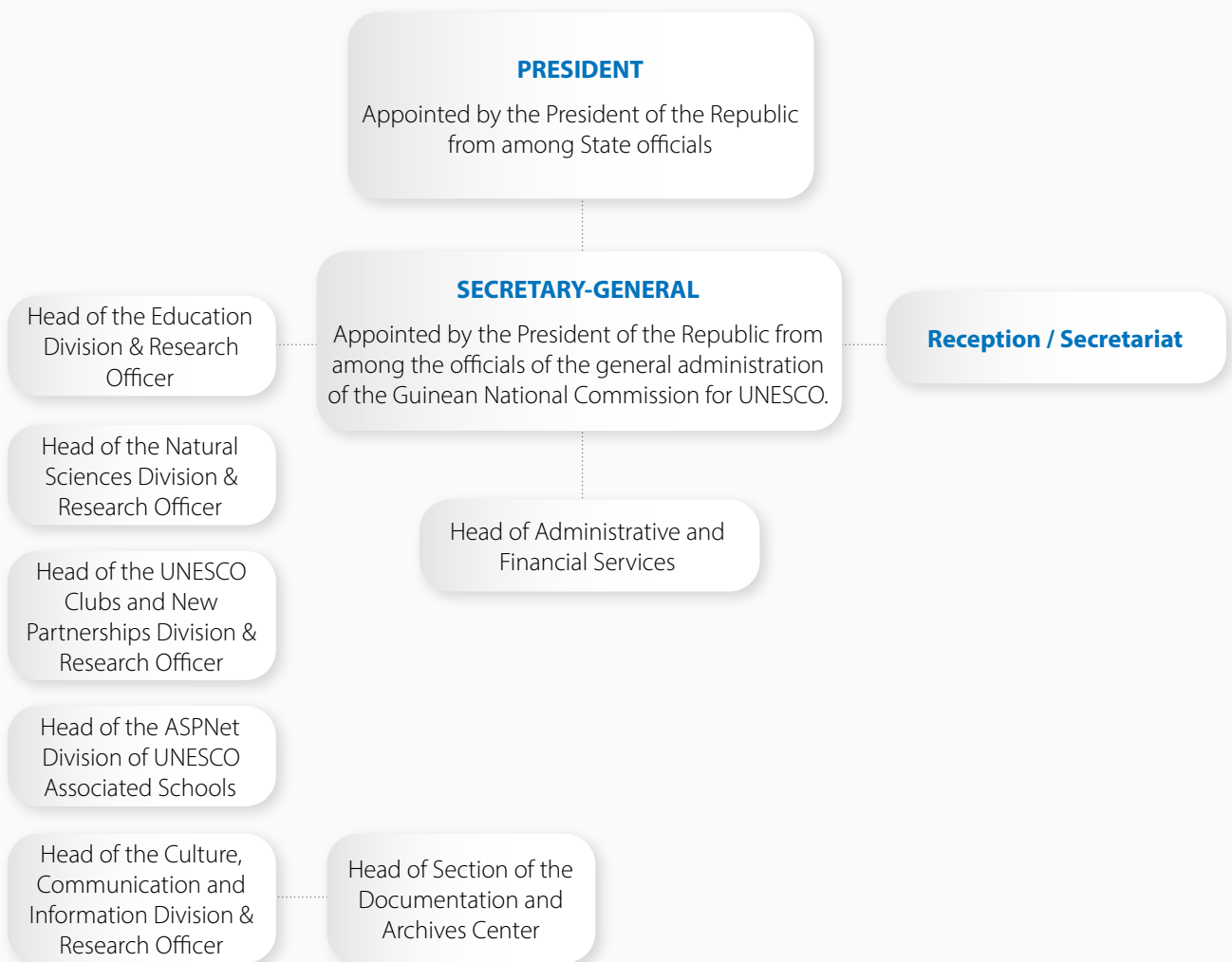
Date of creation: 1962

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.

Organizational Chart:



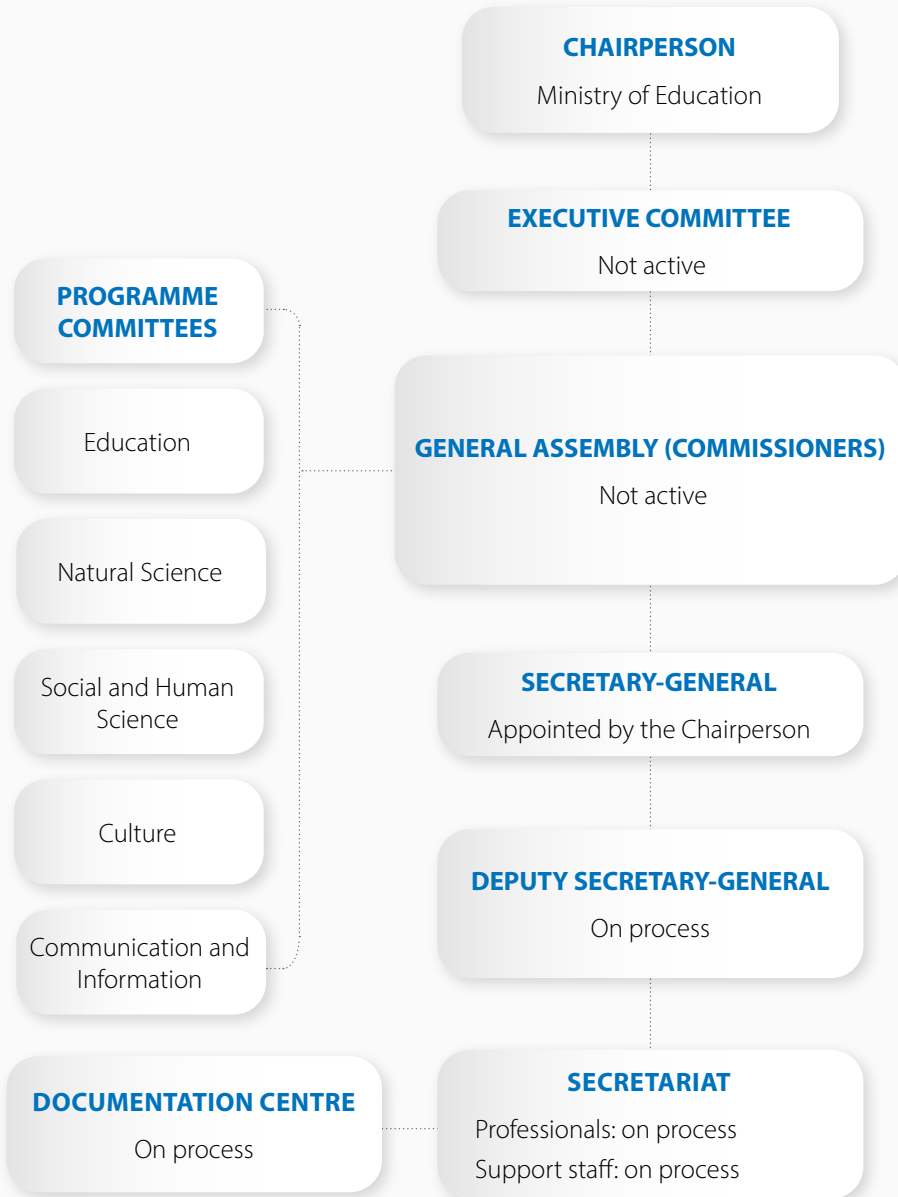
ETHIOPIAN National Commission for UNESCO

Date of creation: 1969

Status: Governmental.

Budget: From Ministry of Education.

Organizational chart:



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

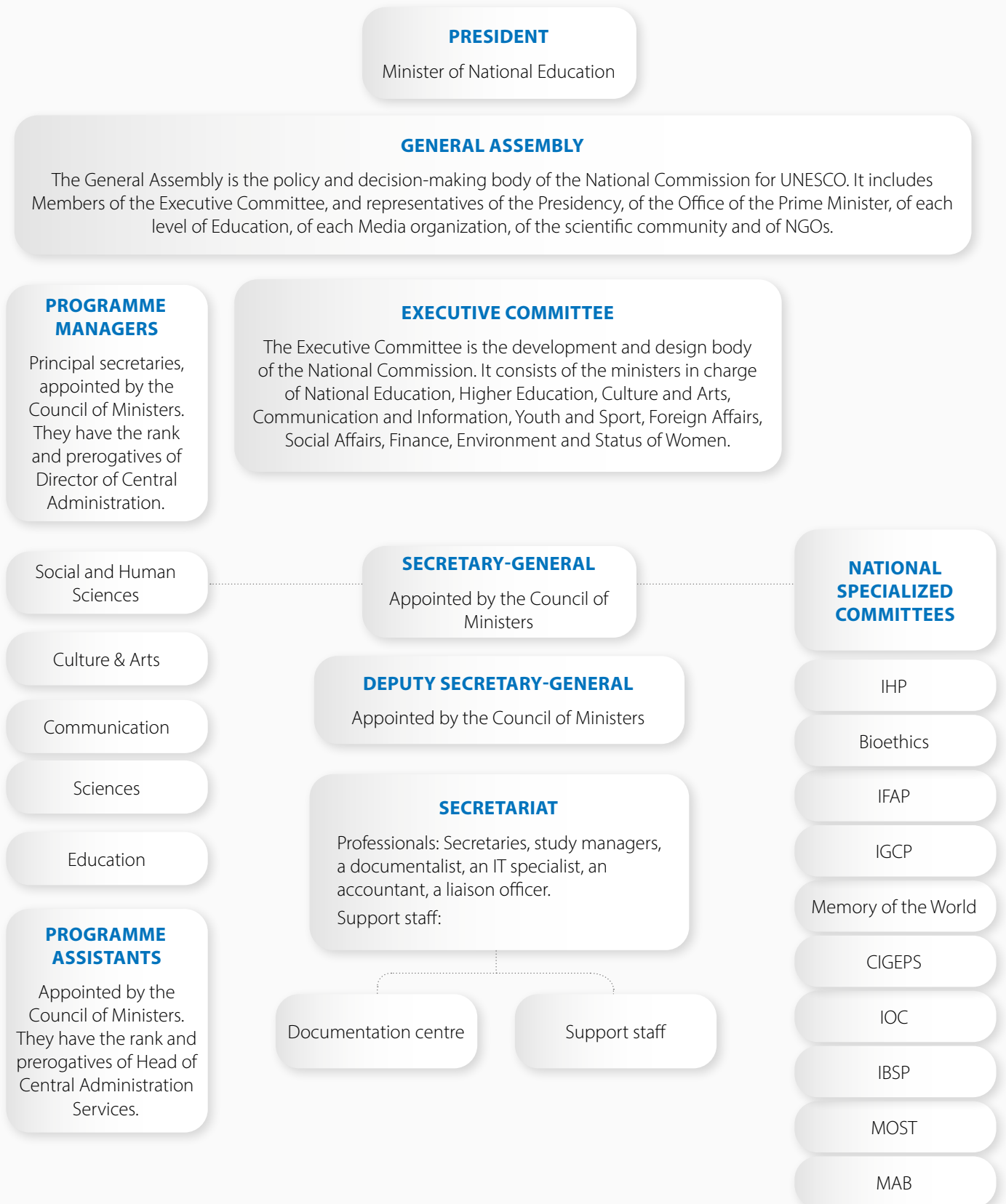
GABONESE National Commission for UNESCO

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:



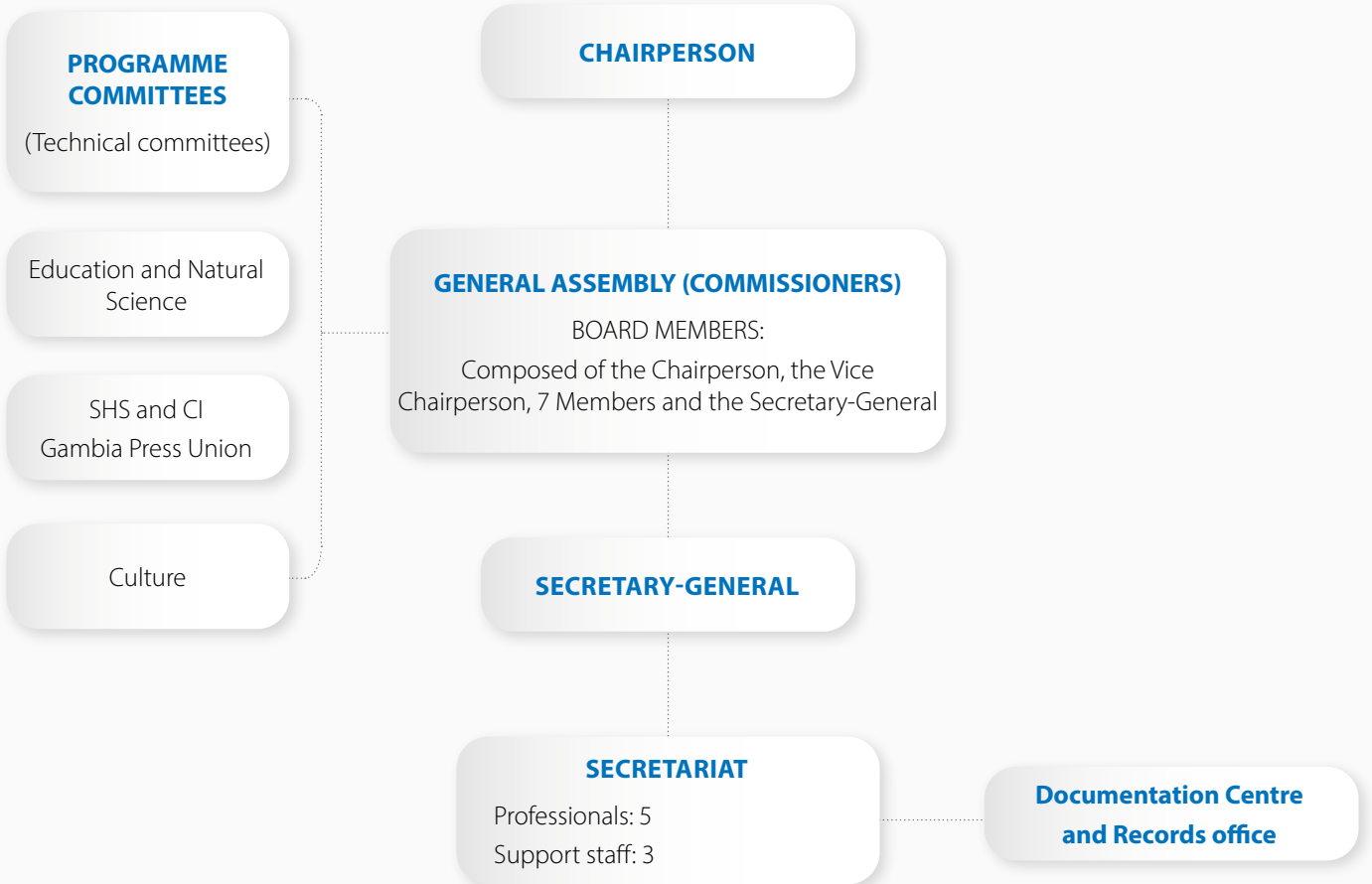
GAMBIA National Commission for UNESCO

Date of creation: 1983

Status: Governmental

Budget: Government subvented.

Organizational chart:



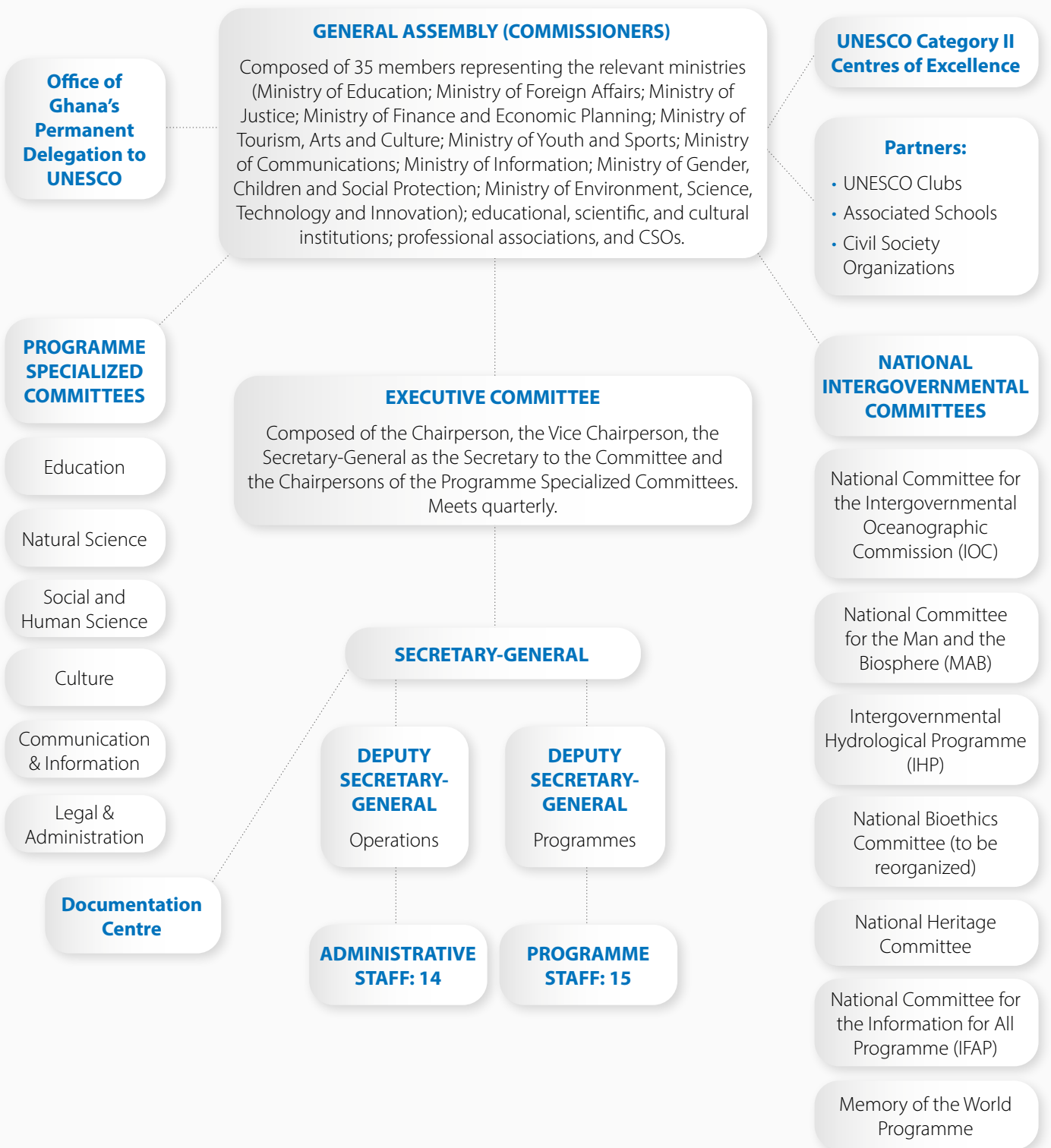
GHANA Commission for UNESCO

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:



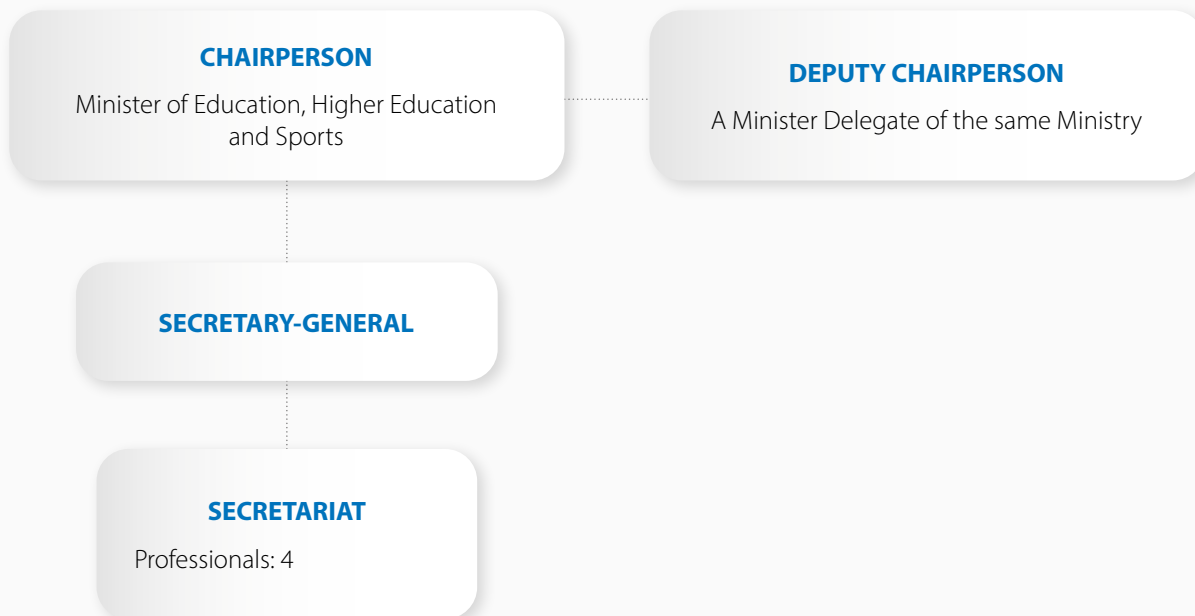
National Commission for UNESCO of EQUATORIAL GUINEA

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

Status: Governmental.

Budget: From the general State Budget.

Organizational chart:



National Commission for UNESCO of the REPUBLIC OF GUINEA-BISSAU

Date of creation: 1982

Organizational chart:



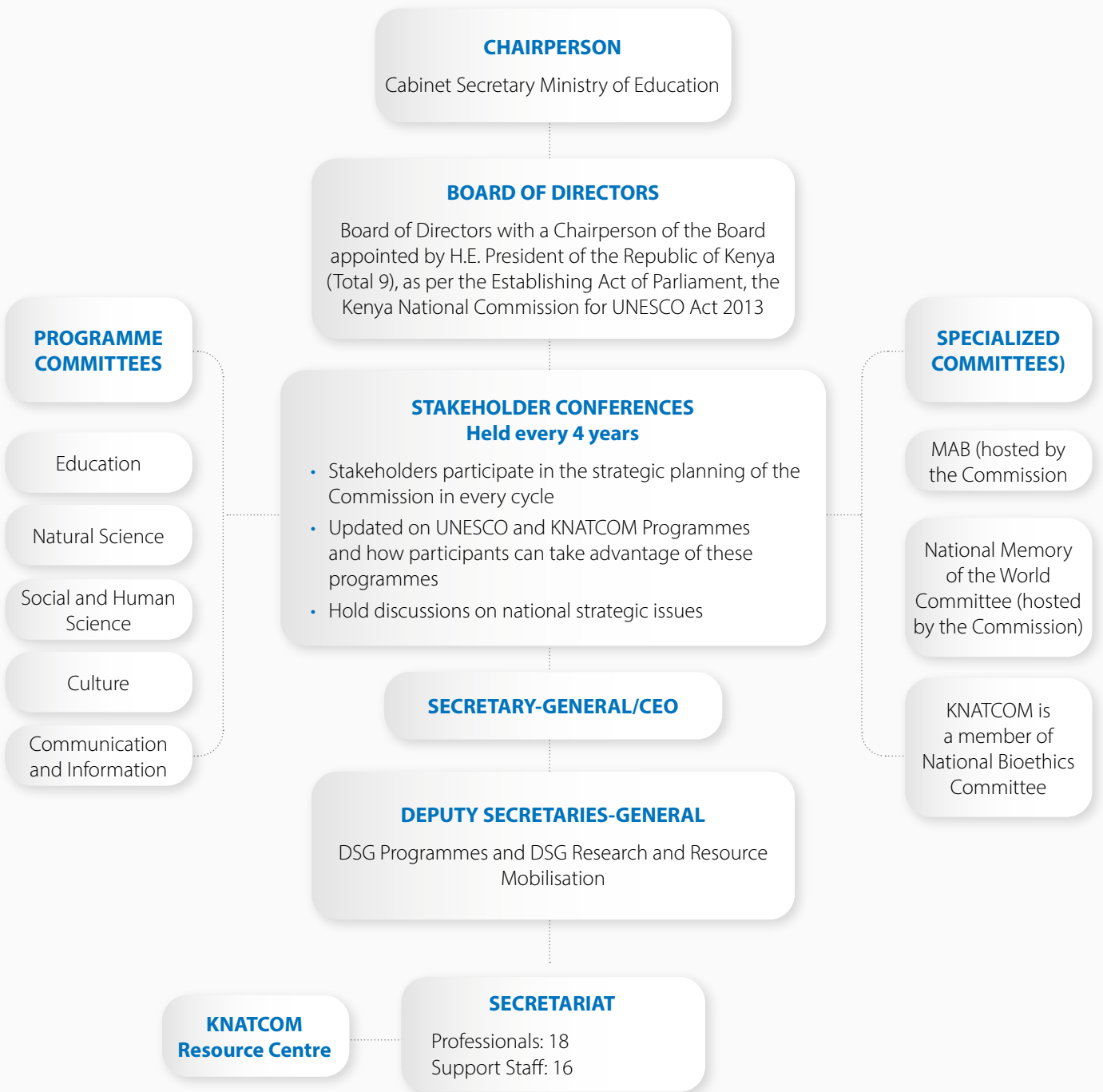
KENYA National Commission for UNESCO

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).

Organizational chart:



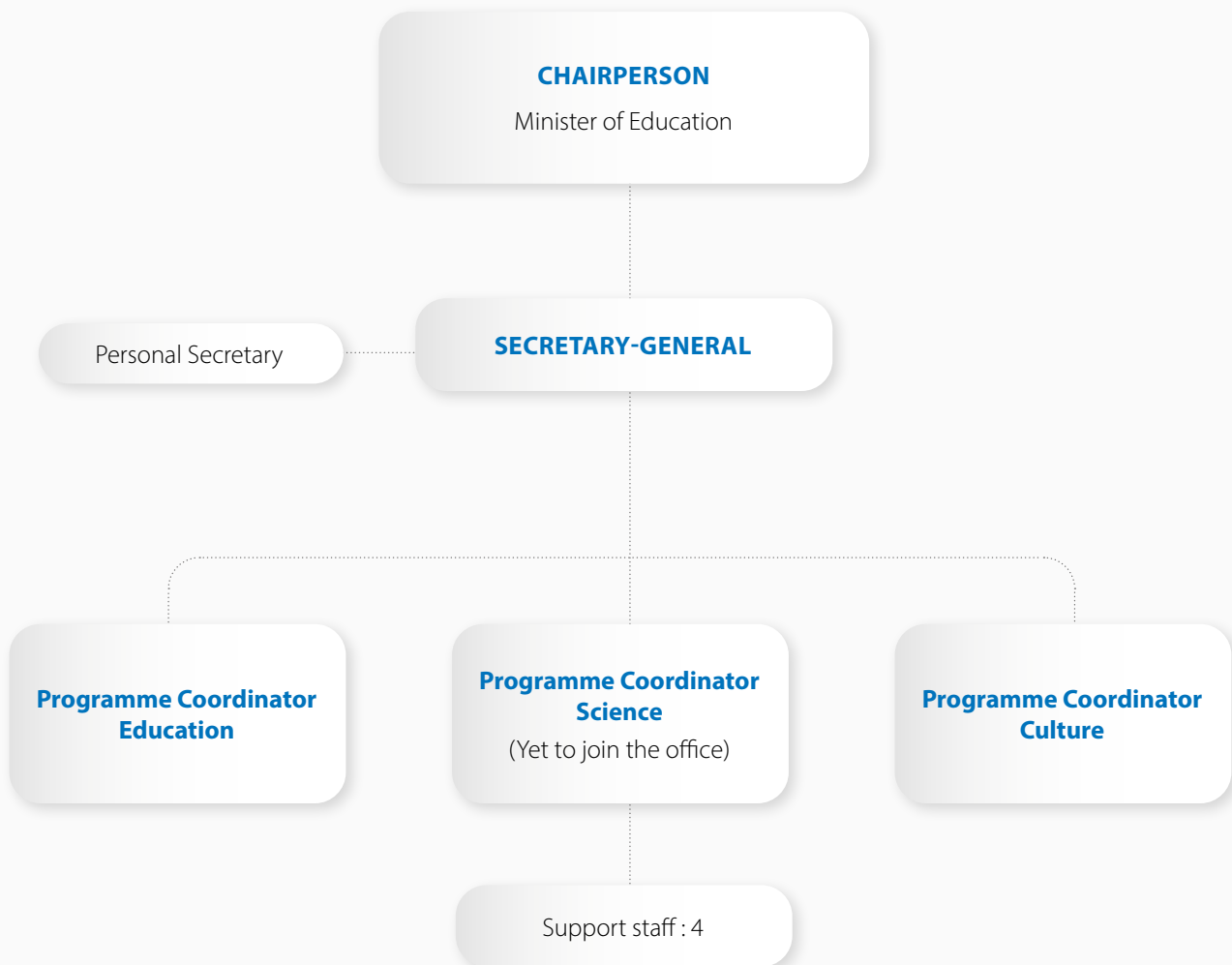
LESOTHO National Commission

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.

Organizational Chart:



*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.

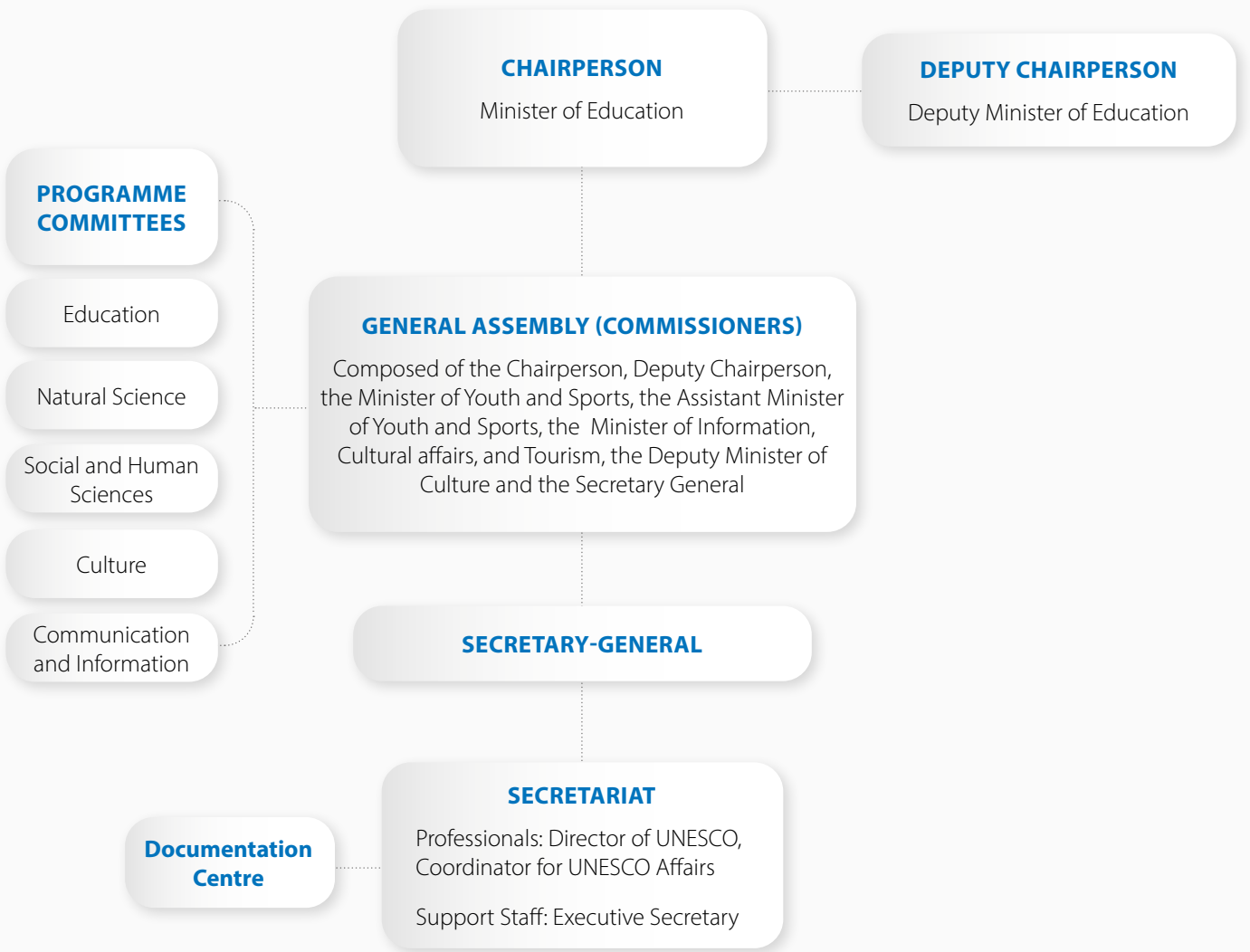
LIBERIAN National Commission for UNESCO

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

Organizational chart:

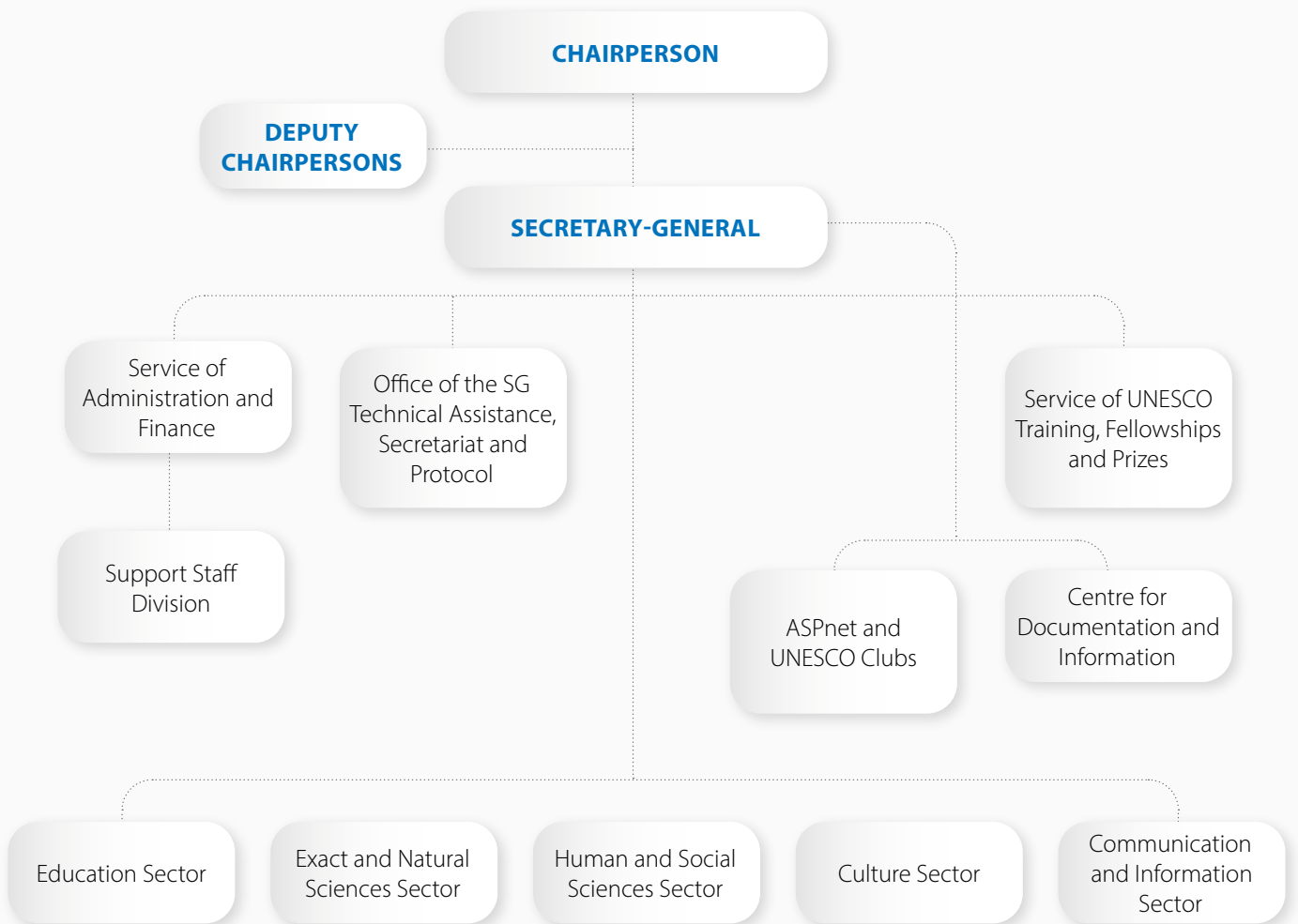


MALAGASY National Commission for UNESCO

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.

Organizational chart:



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.).



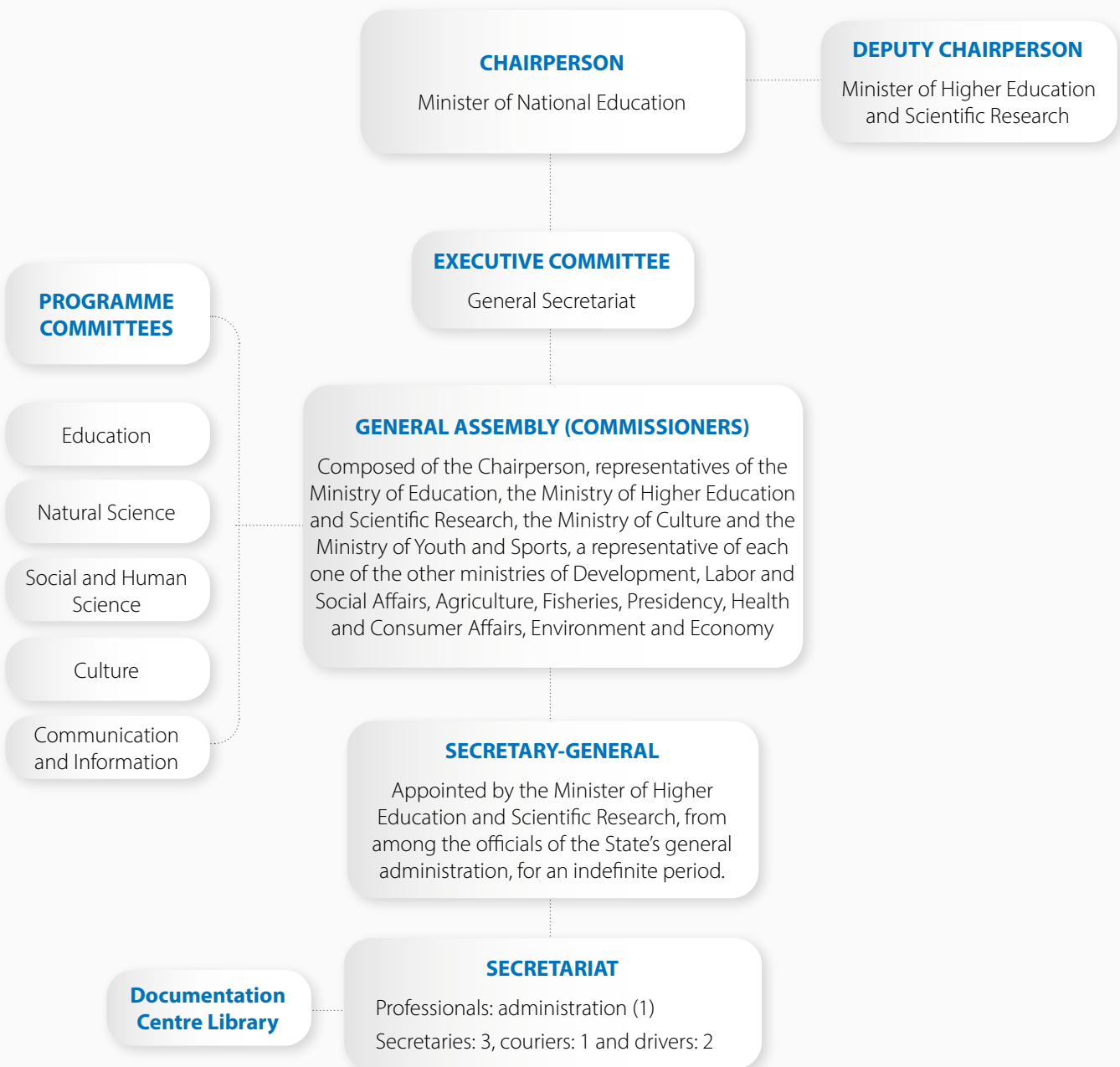
MALIAN National Commission for UNESCO and ICESCO

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.

Organizational chart:



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.

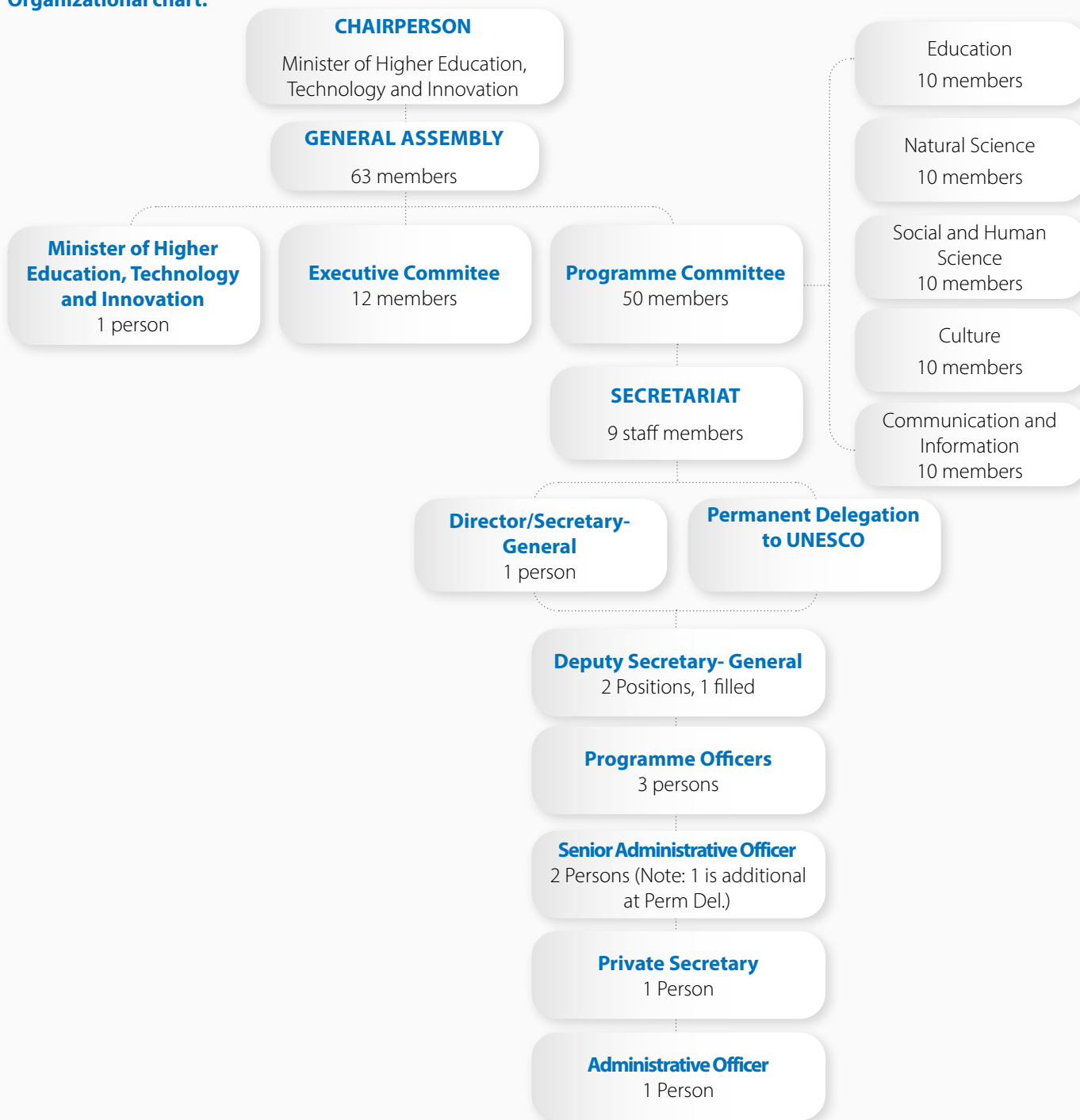
Budget: The budget of the Namibia National Commission for UNESCO is derived from two (2) sources/accounts, namely the

- 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.

Organizational chart:



NIGER National Commission for UNESCO and ICESCO

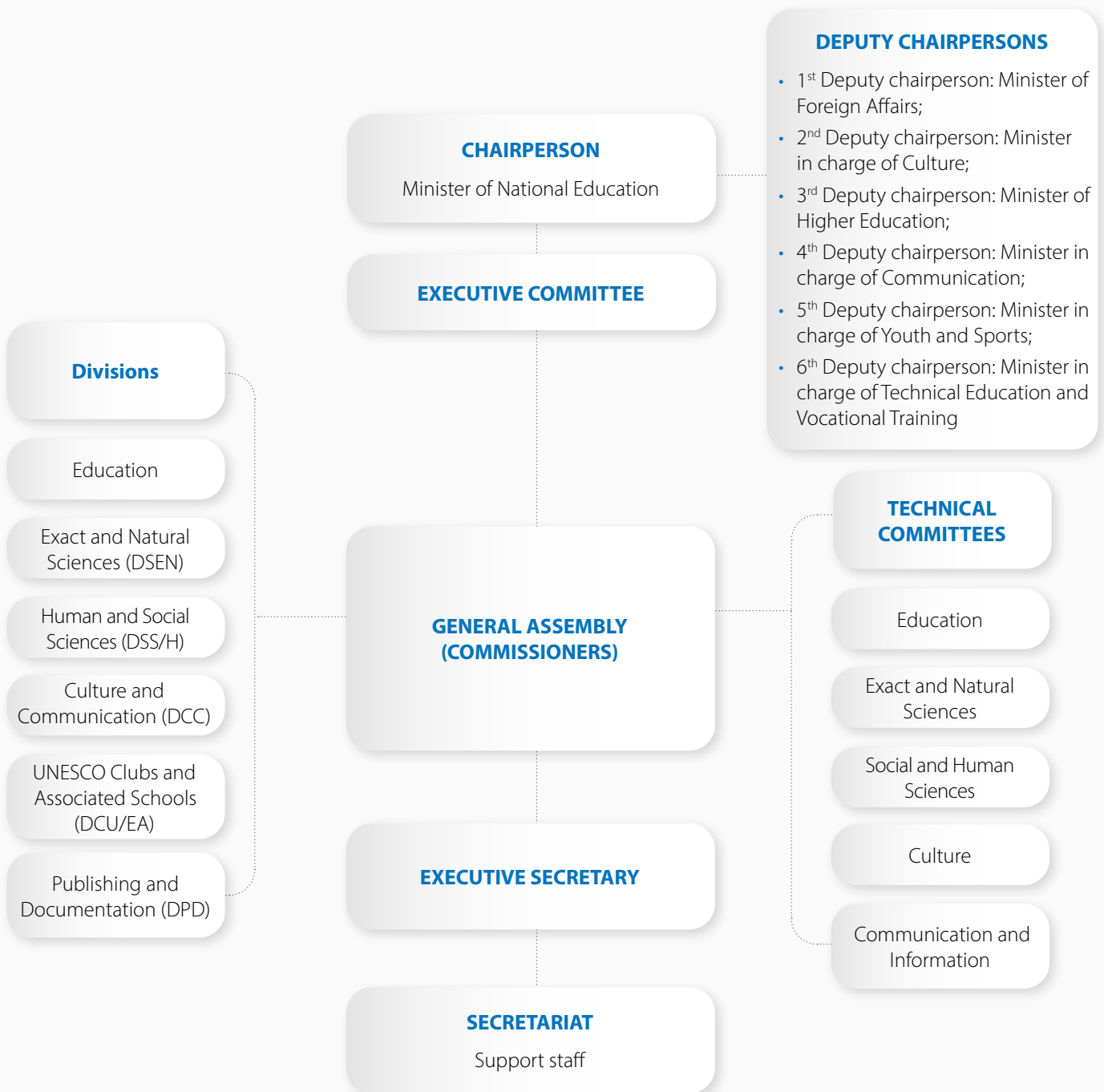
Date of creation: 28 May 1962 by decree No 62-131/MEN, adjustments were made according to the decrees:

- 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



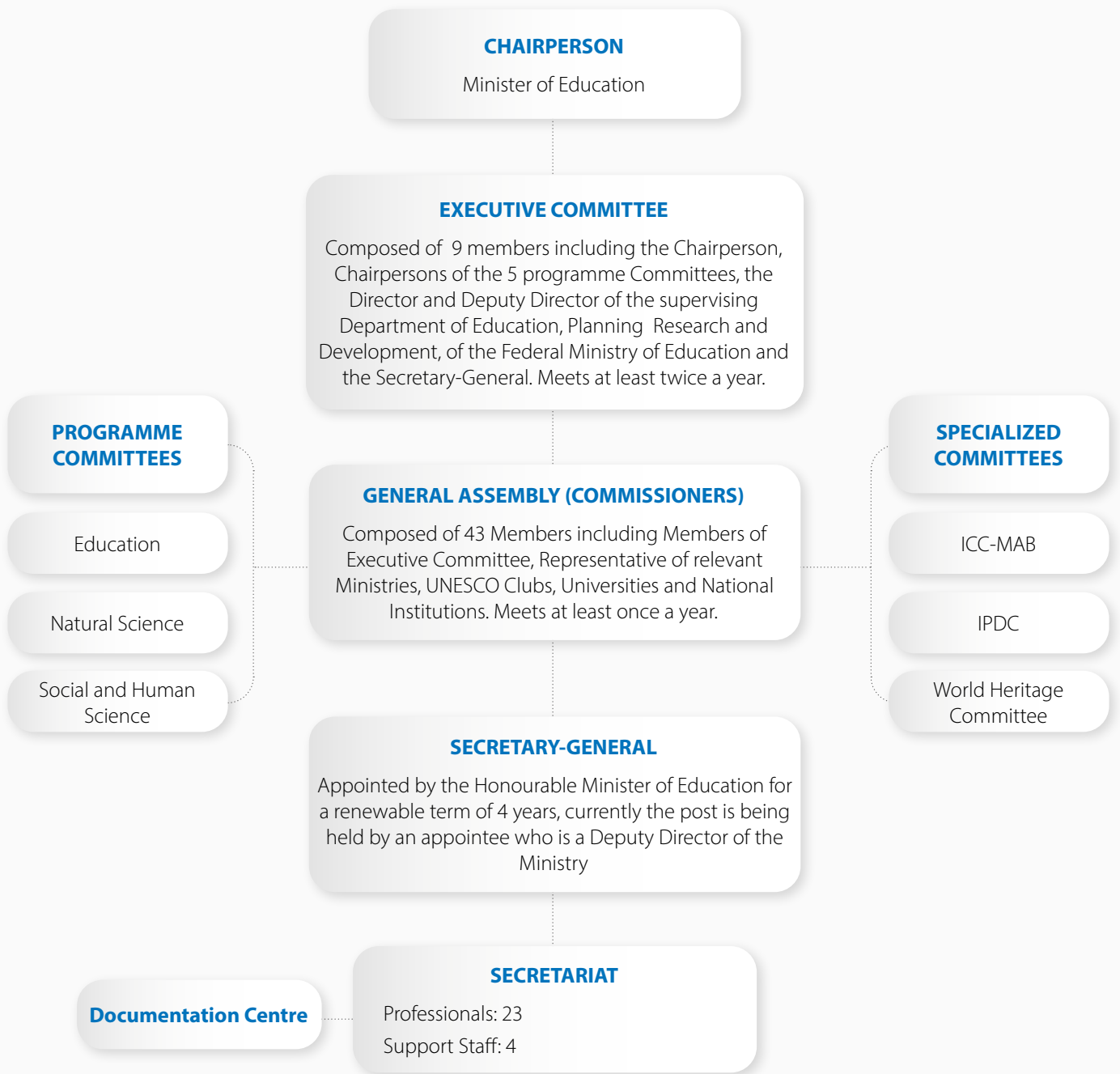
NIGERIAN National Commission for UNESCO

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:



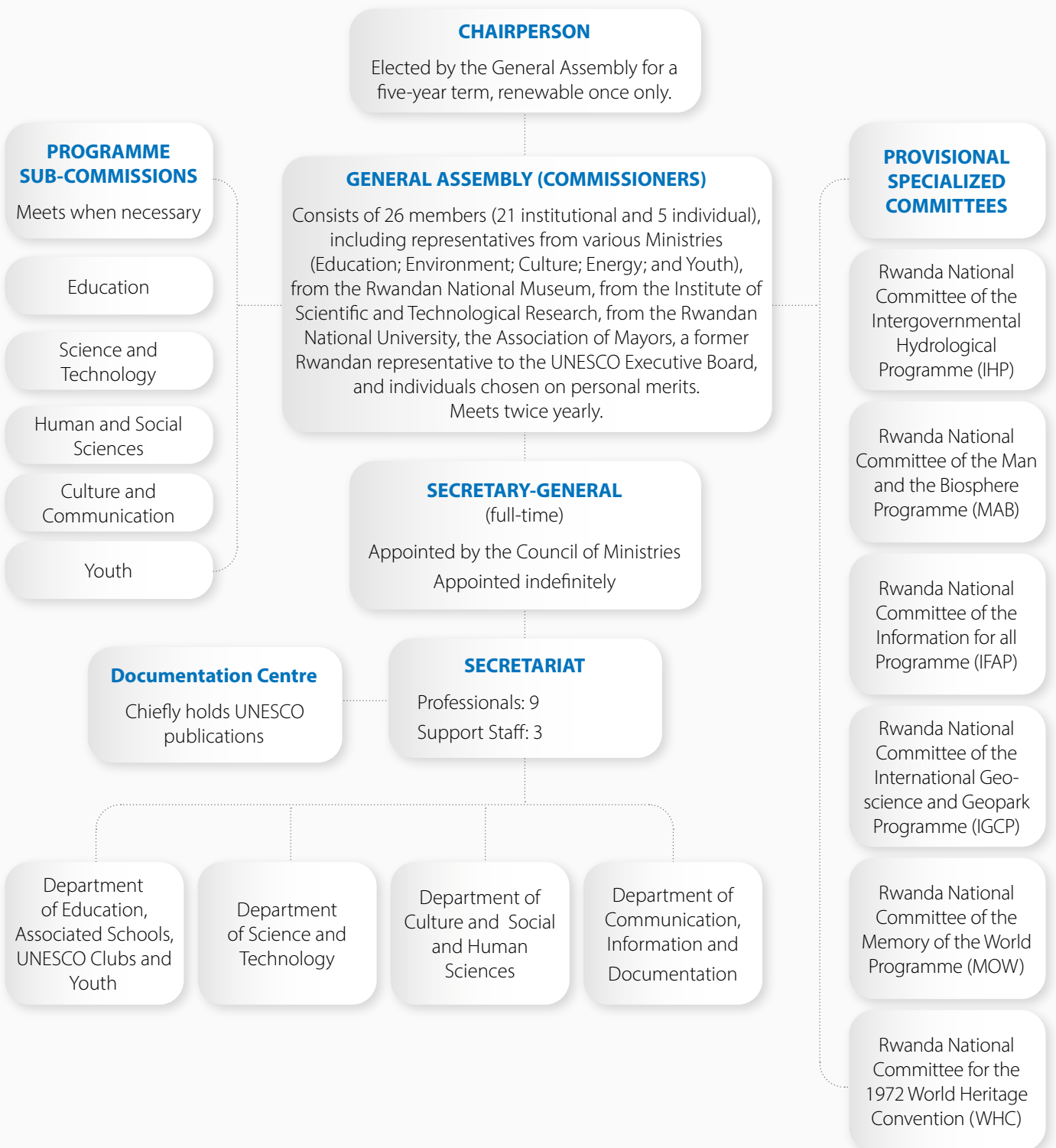
RWANDA National Commission for UNESCO

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:



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:



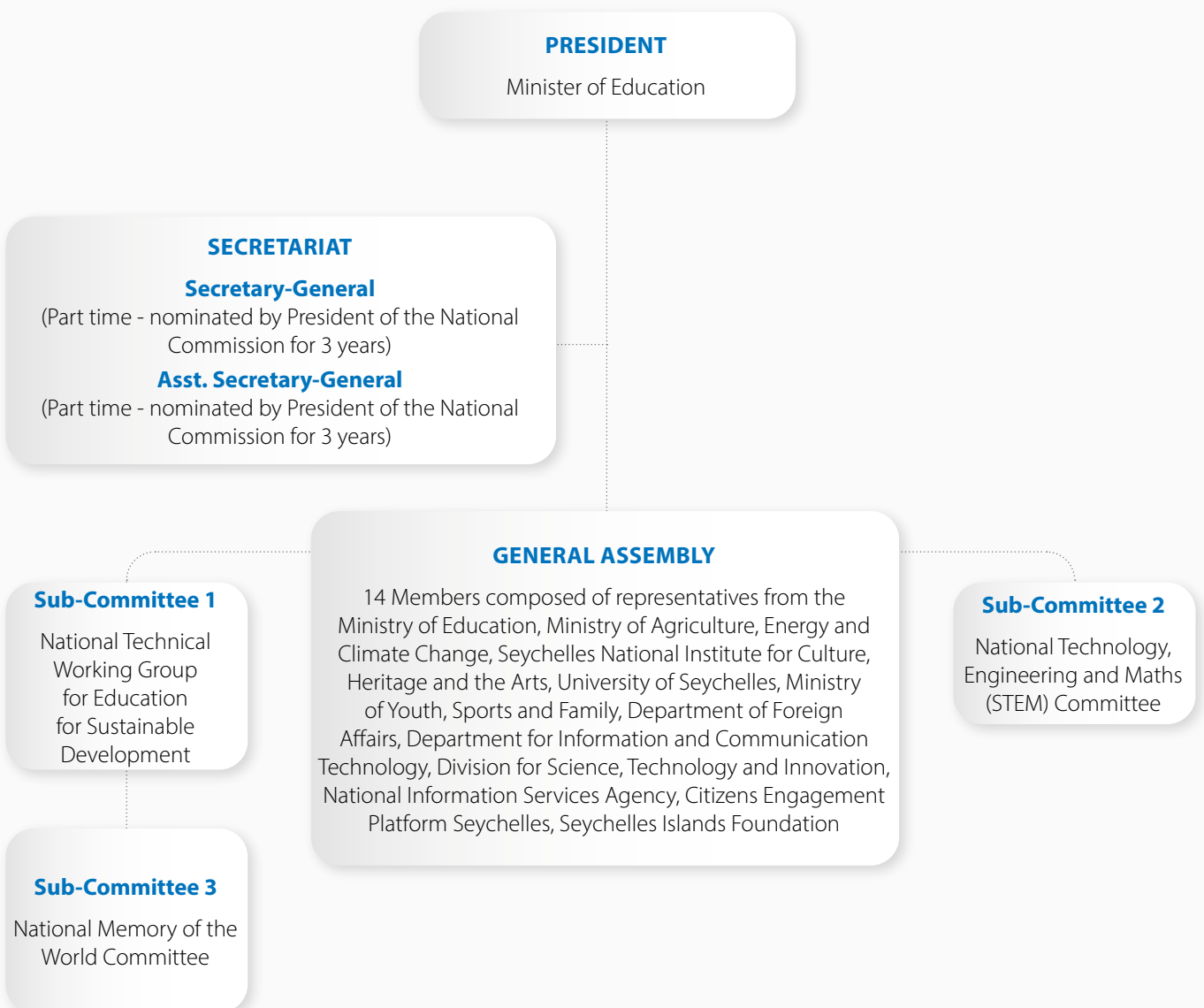
SEYCHELLES National Commission for UNESCO

Date of creation: October 1977

Status: Governmental, attached to the Ministry of Education from which it receives administrative and secretarial support. Multi-sectorial 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.

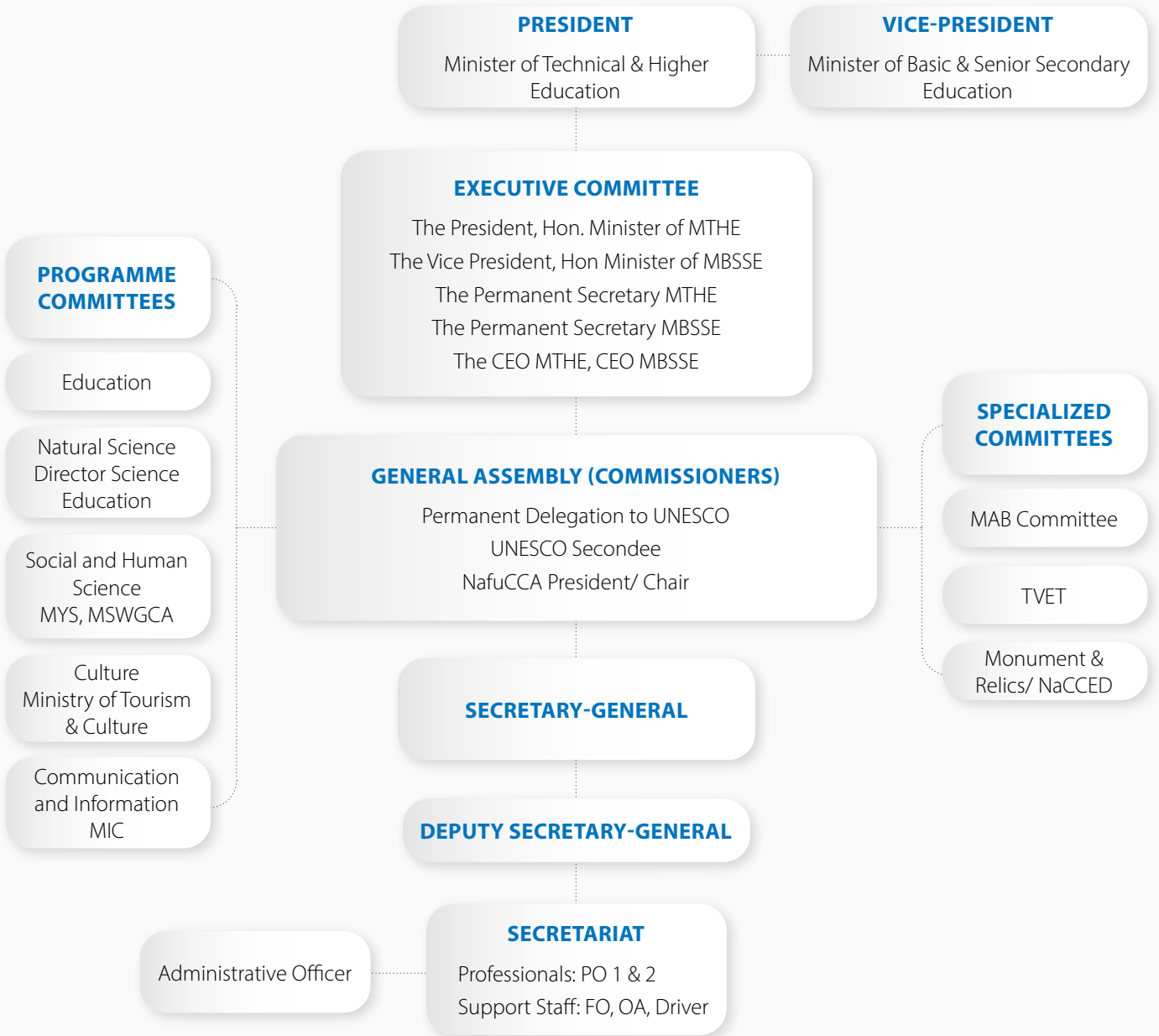
Organizational chart:



SIERRA LEONE National Commission for UNESCO

Date of creation: 1973

Organizational chart:



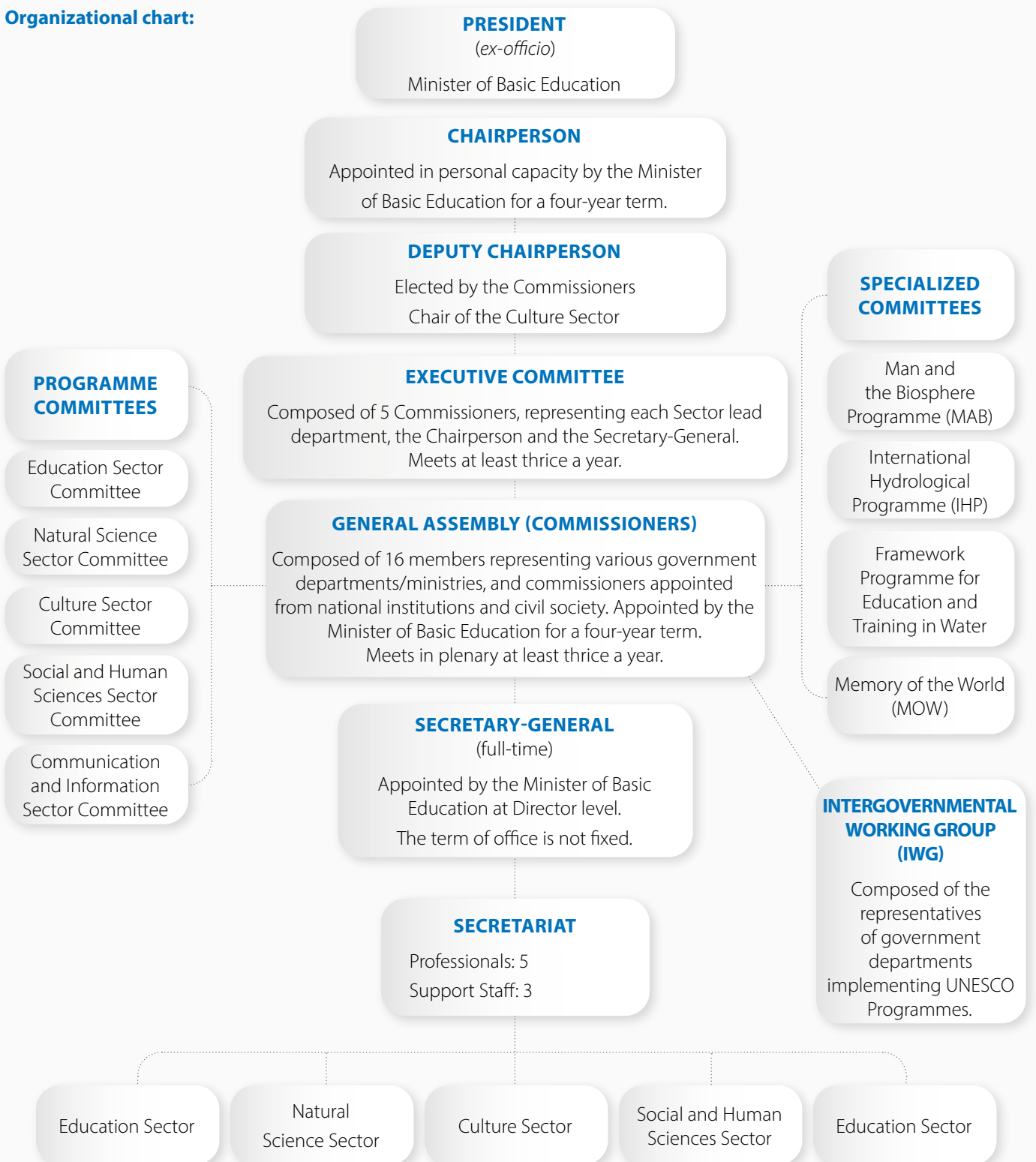
SOUTH AFRICAN National Commission for UNESCO

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:



TOGOLESE National Commission for UNESCO

Date of creation: 19 September 1963

Status: Public service

Budget: 25,000 USD (for 2022)

Organizational chart:



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

Organizational chart:



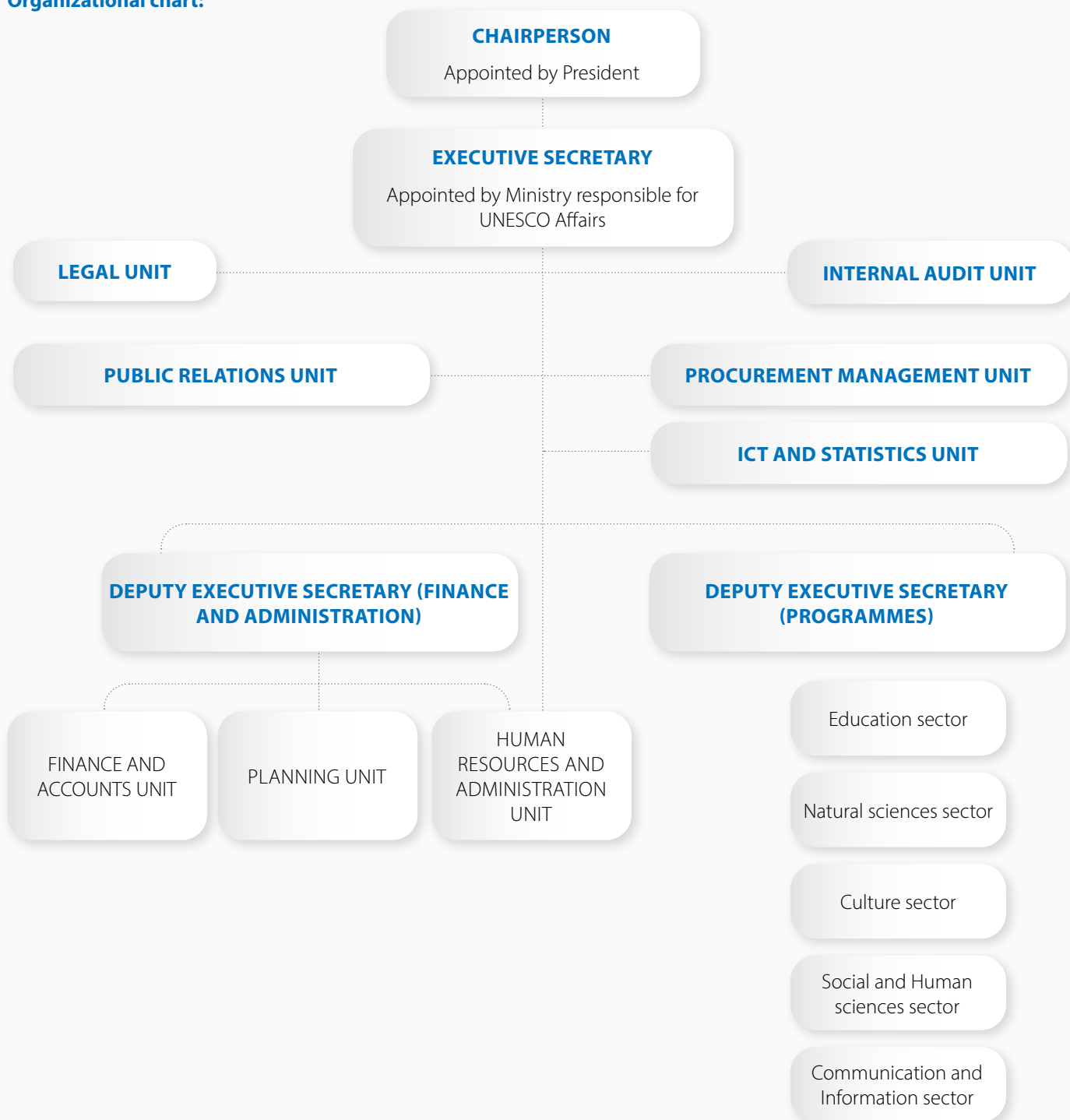
UNESCO National Commission of THE UNITED REPUBLIC OF TANZANIA

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.

Organizational chart:



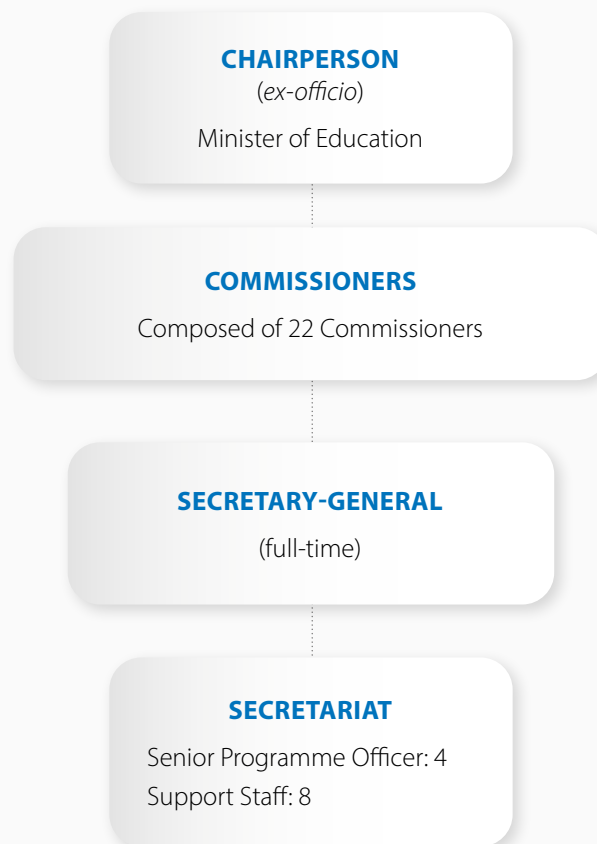
Zambia National Commission for UNESCO

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.

Organizational chart:

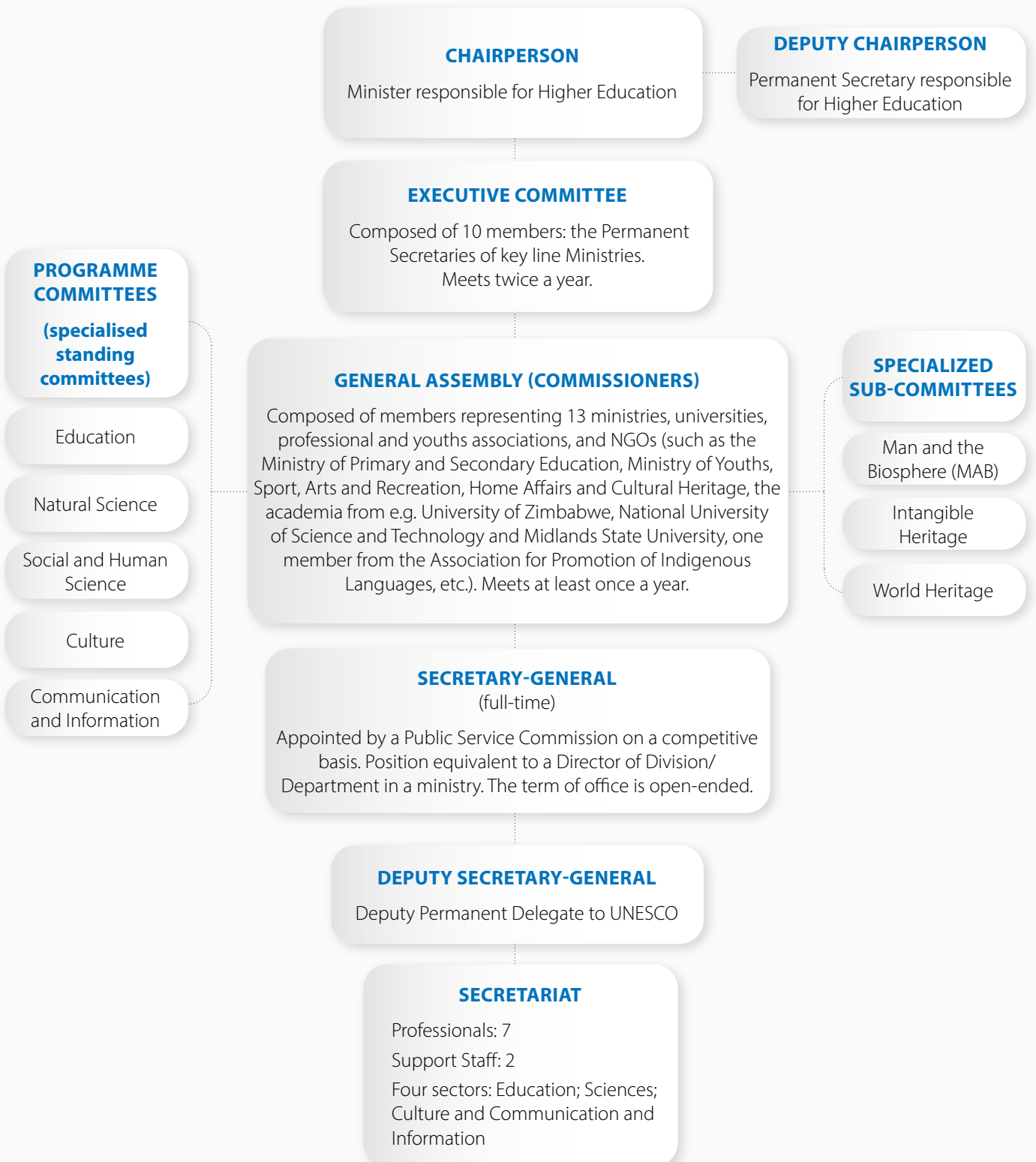


ZIMBABWE National Commission for UNESCO

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.







ARAB STATES

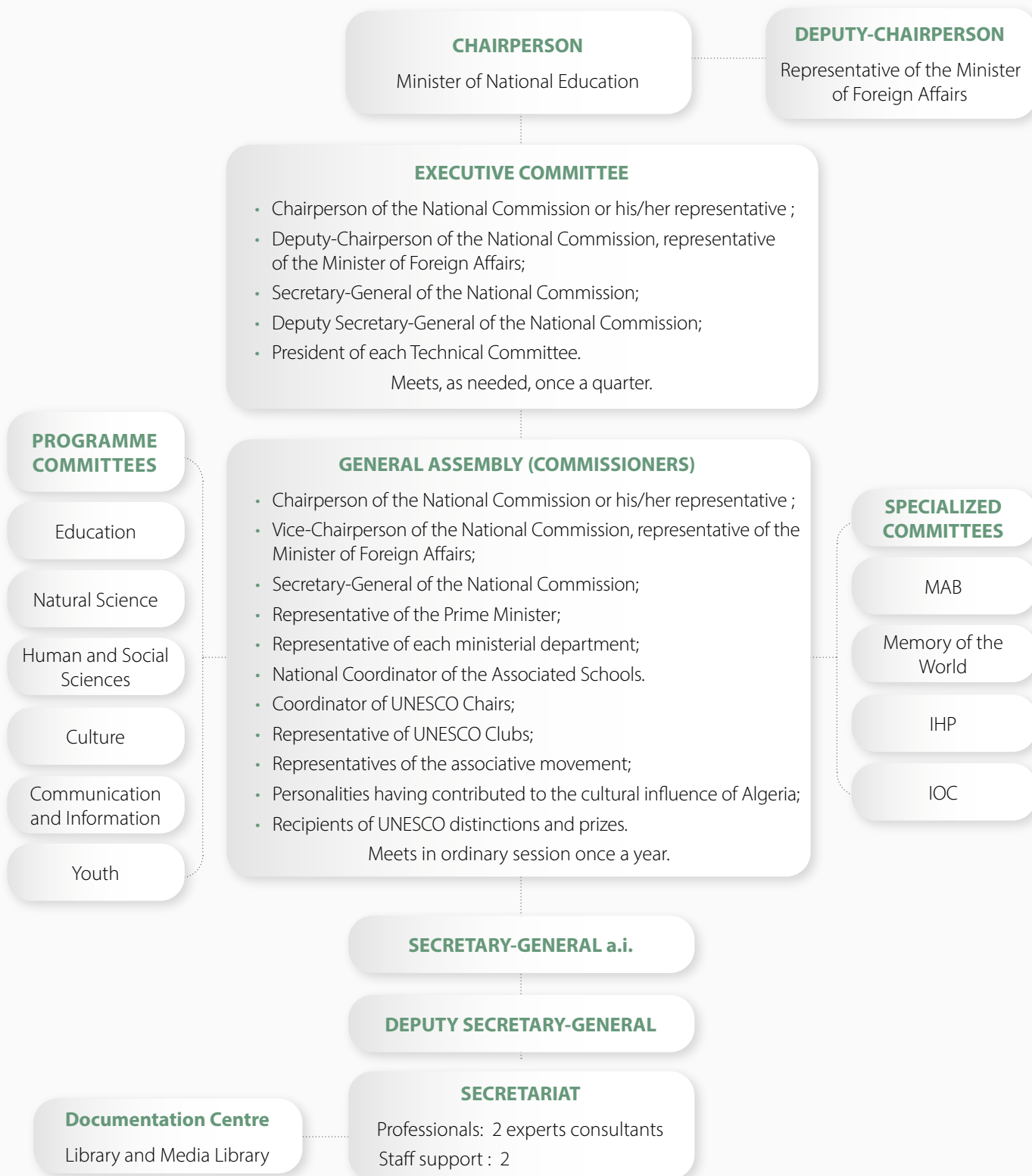
ALGERIAN National Commission for Education, Science and Culture

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:



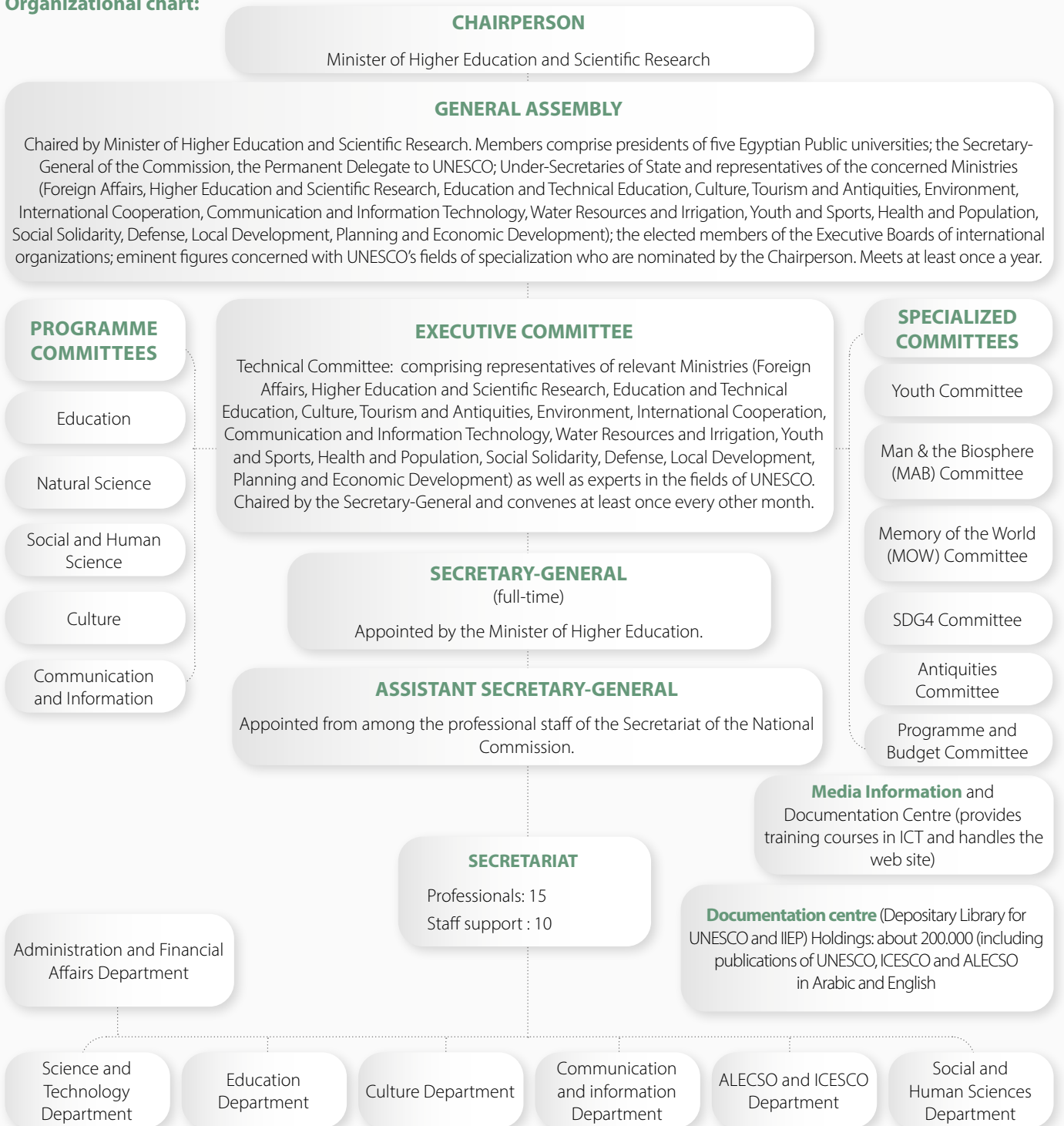
EGYPTIAN National Commission for Education, Science and Culture

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:



JORDAN National Commission for Education, Culture and Science

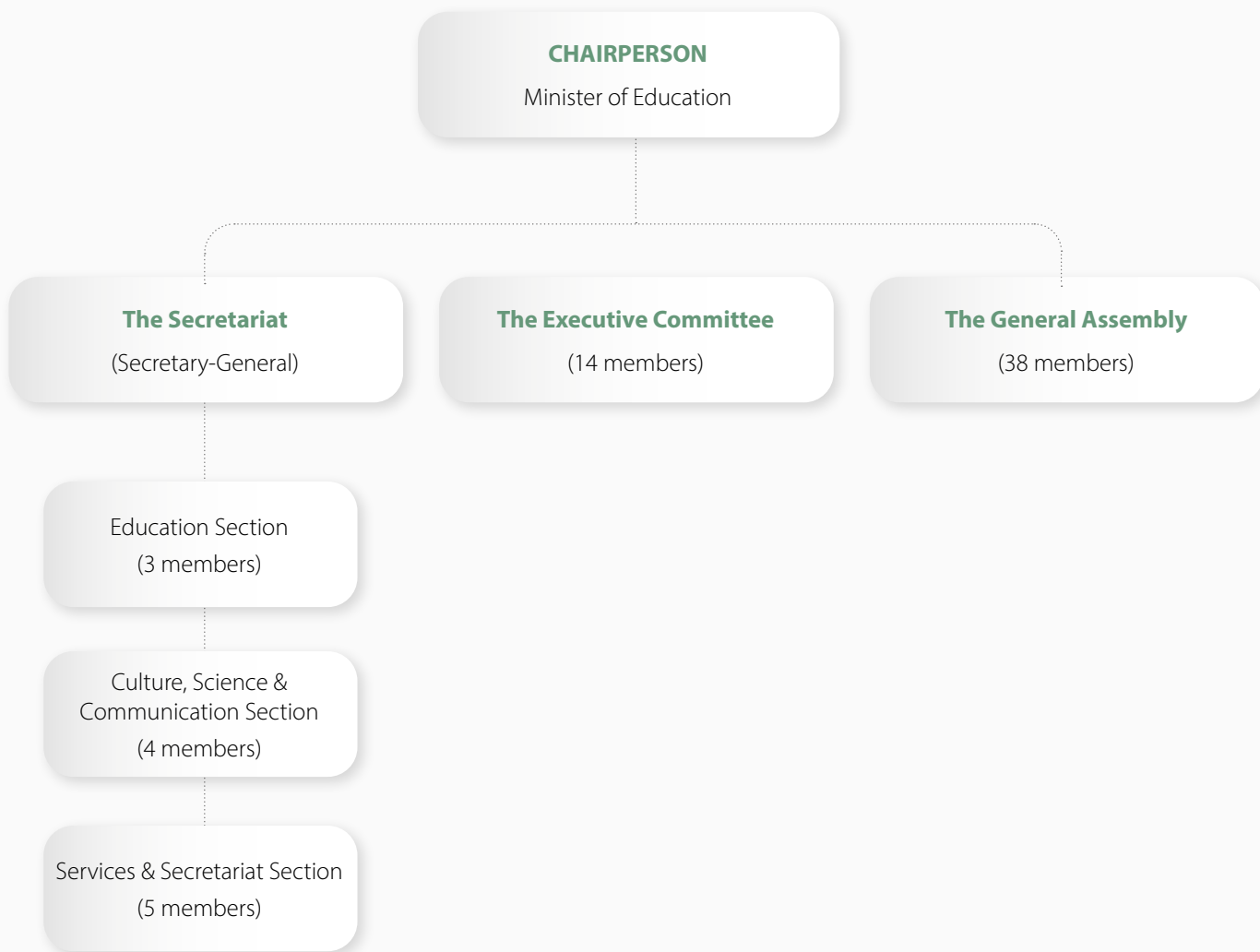
Established: 14 June 1950

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

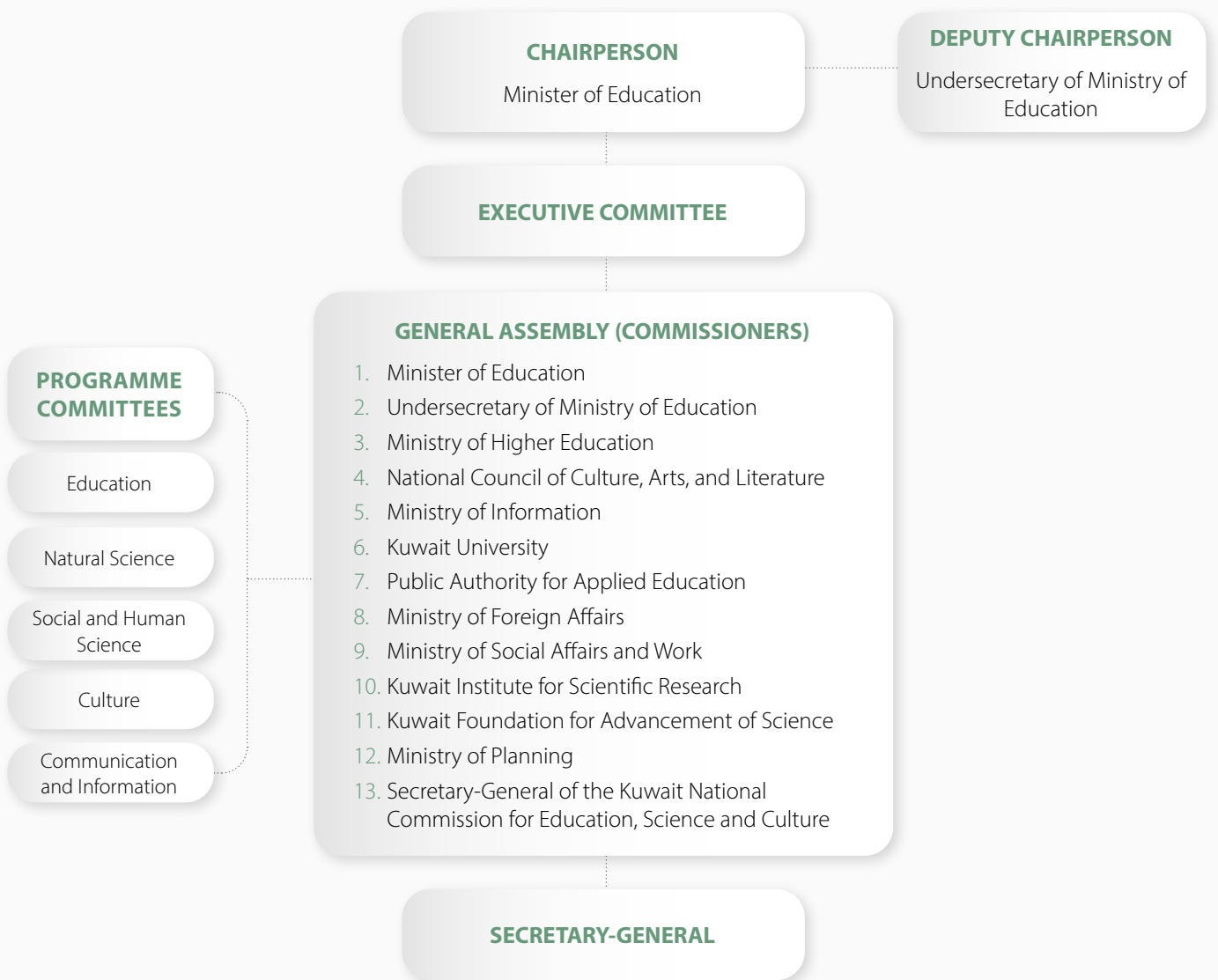
Organizational chart:



KUWAIT National Commission for Education, Science and Culture

Date of creation: 26 June 2022

Organizational chart:



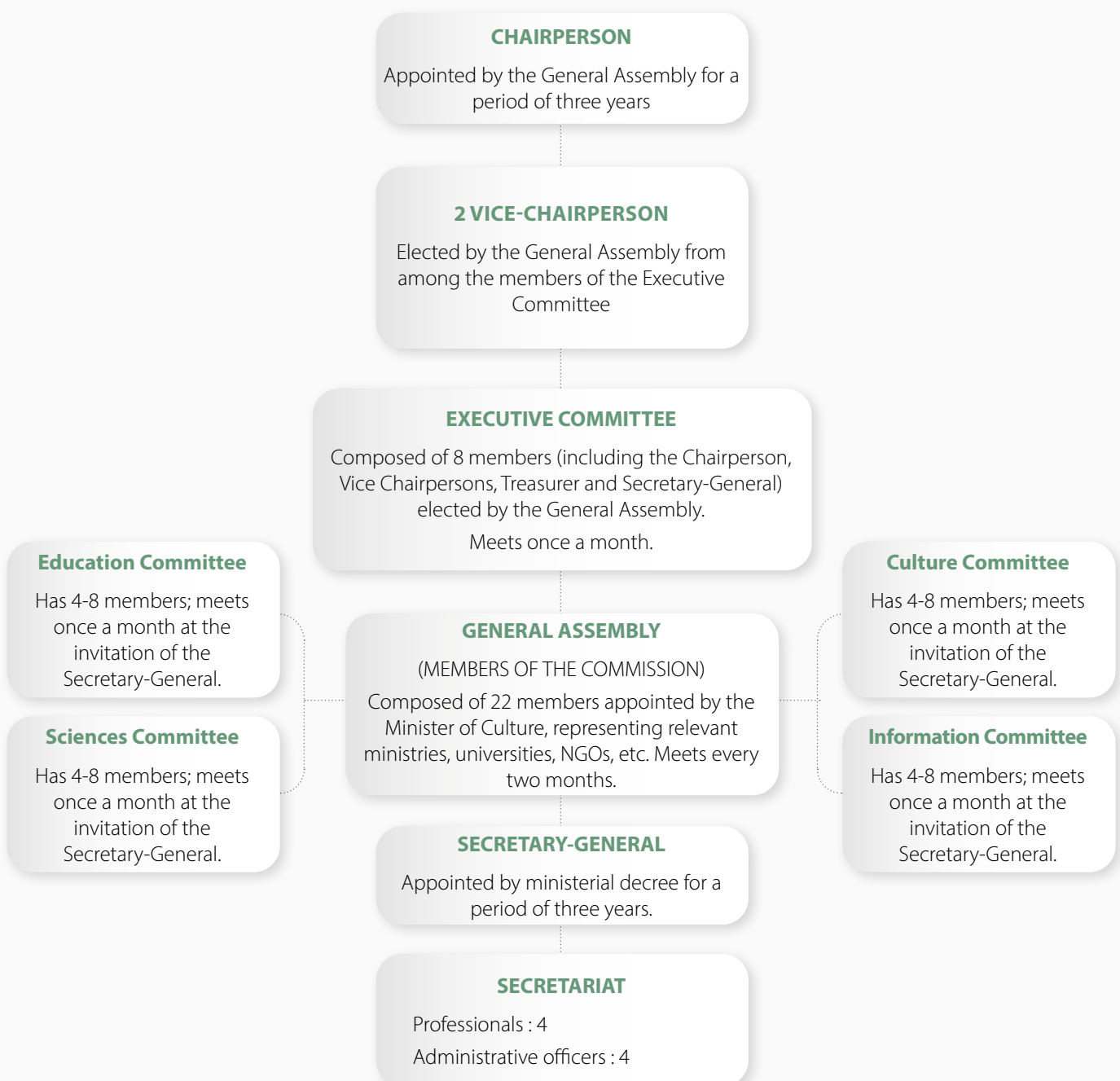
LEBANESE National Commission for UNESCO

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:



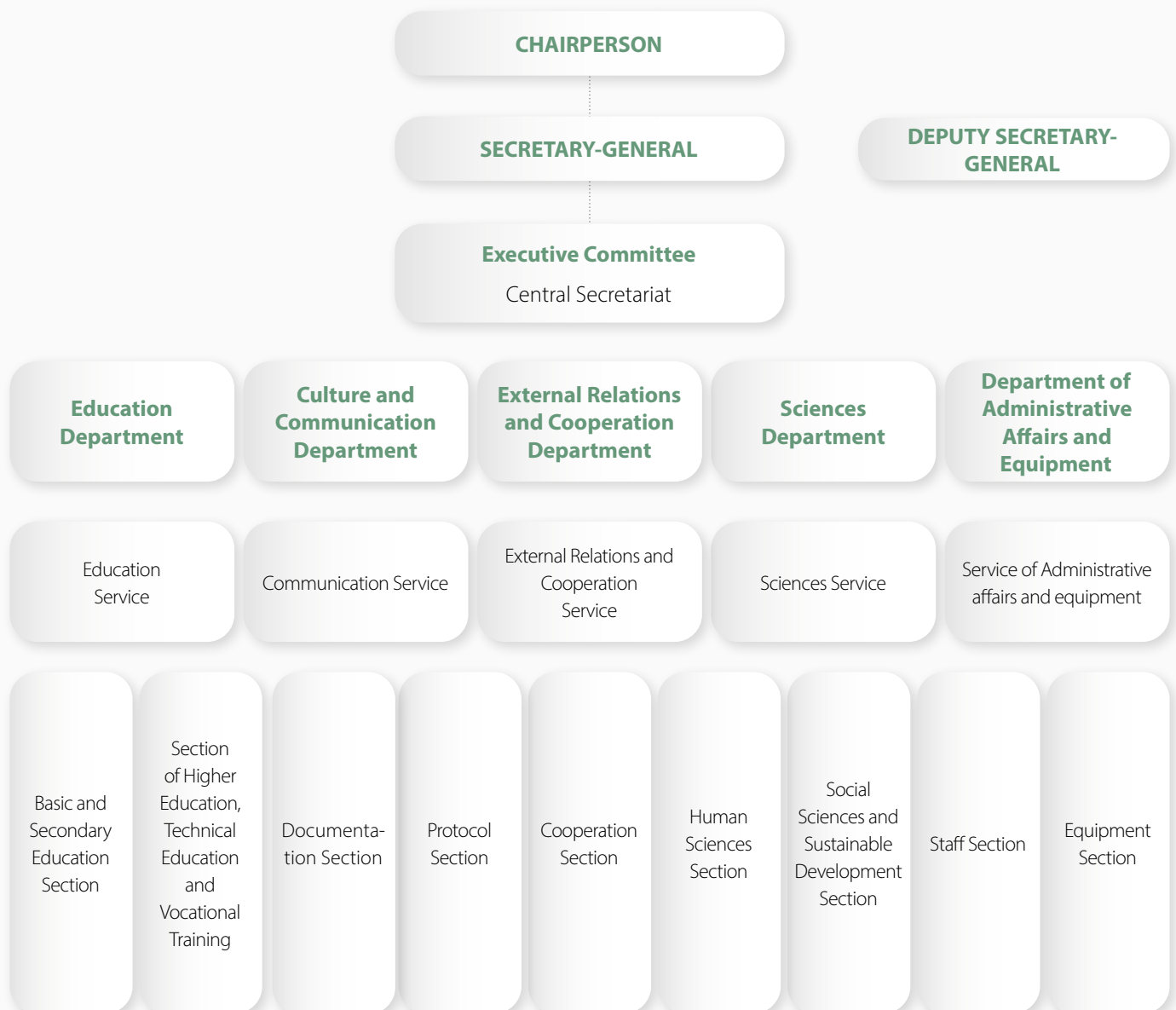
MAURITANIAN National Commission for Education, Science and Culture

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)

Organizational chart:



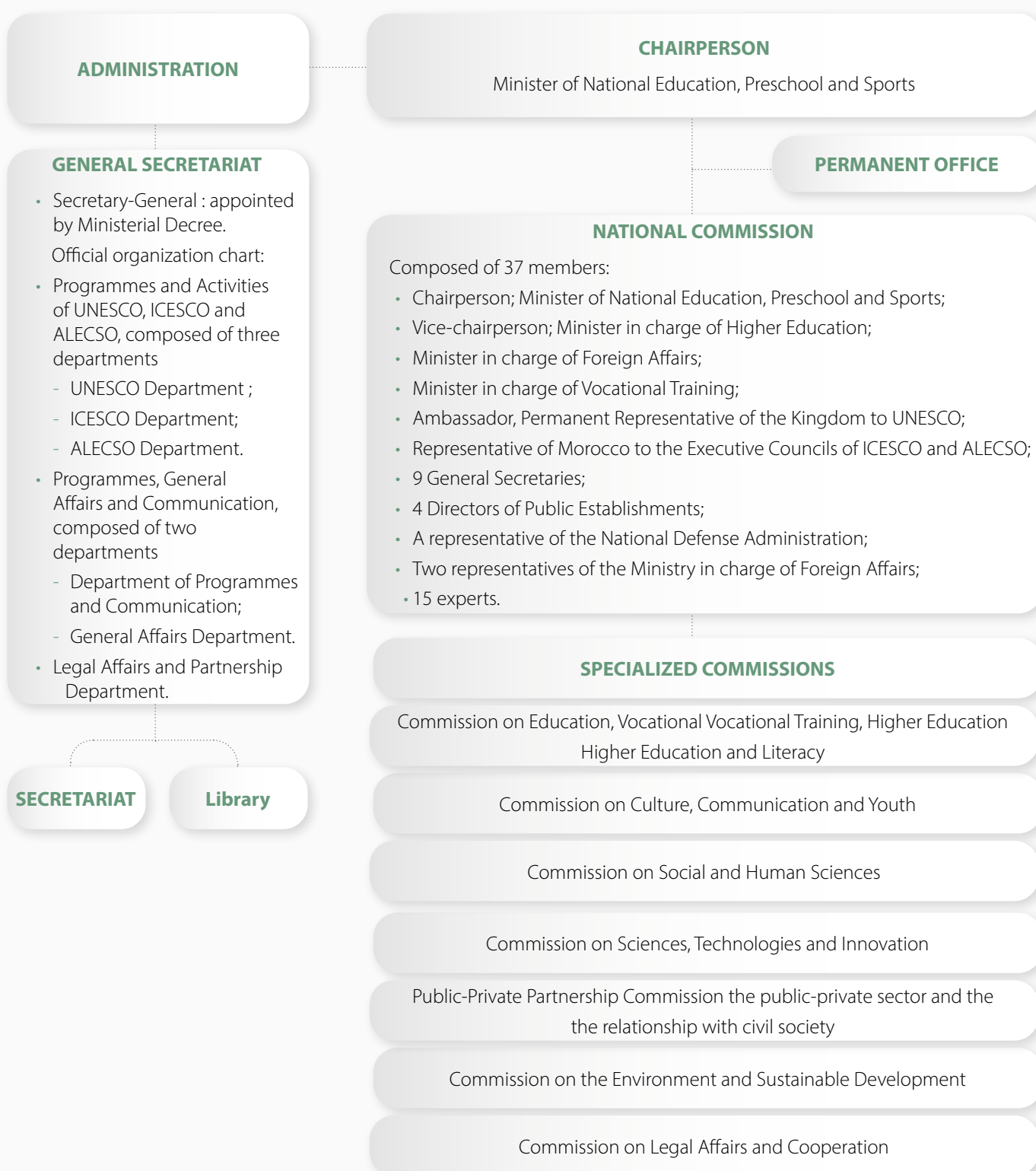
MOROCCAN National Commission for Education, Sciences and Culture

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:



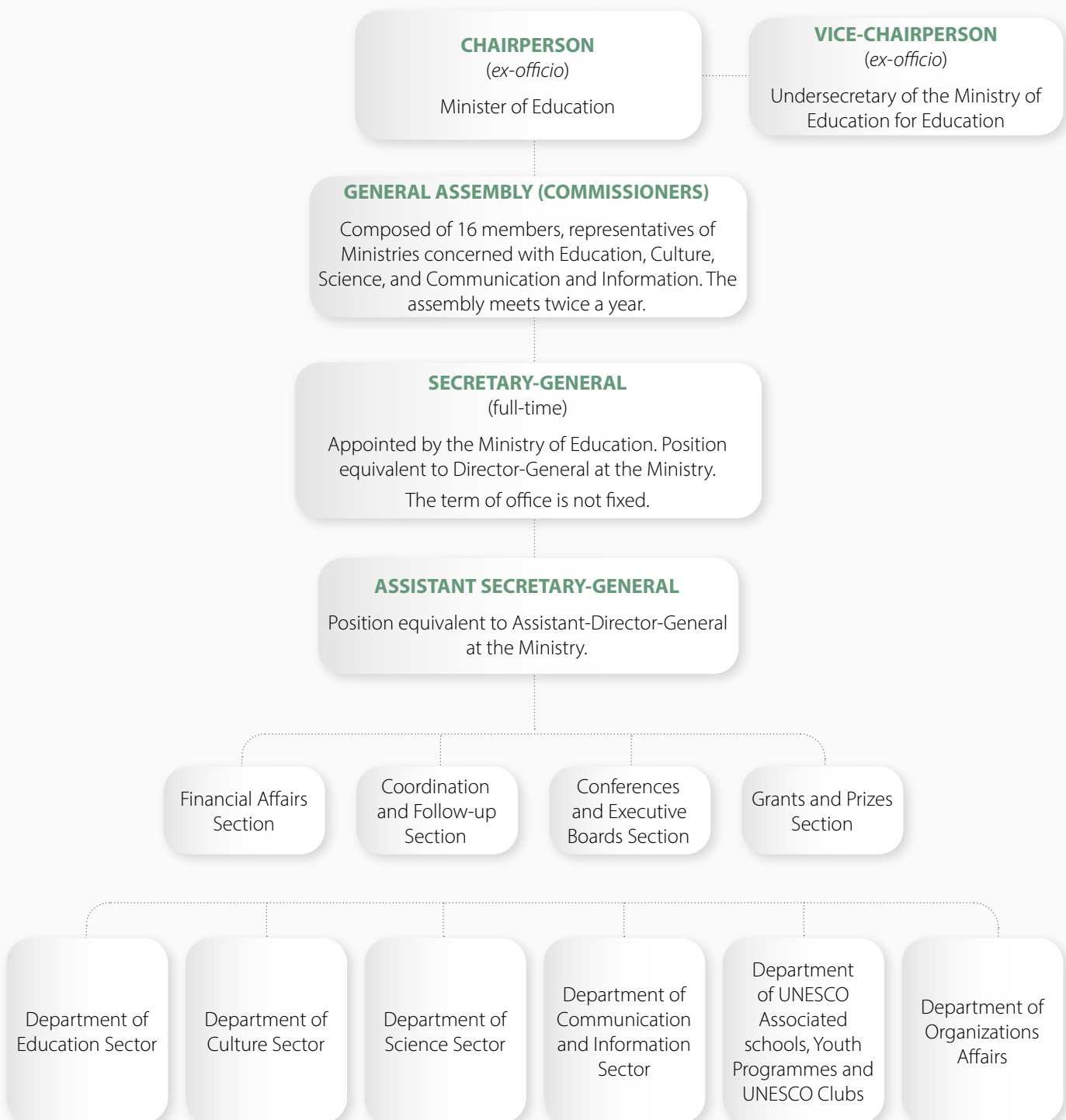
OMAN National Commission for Education, Culture and Science

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.

Organizational chart:



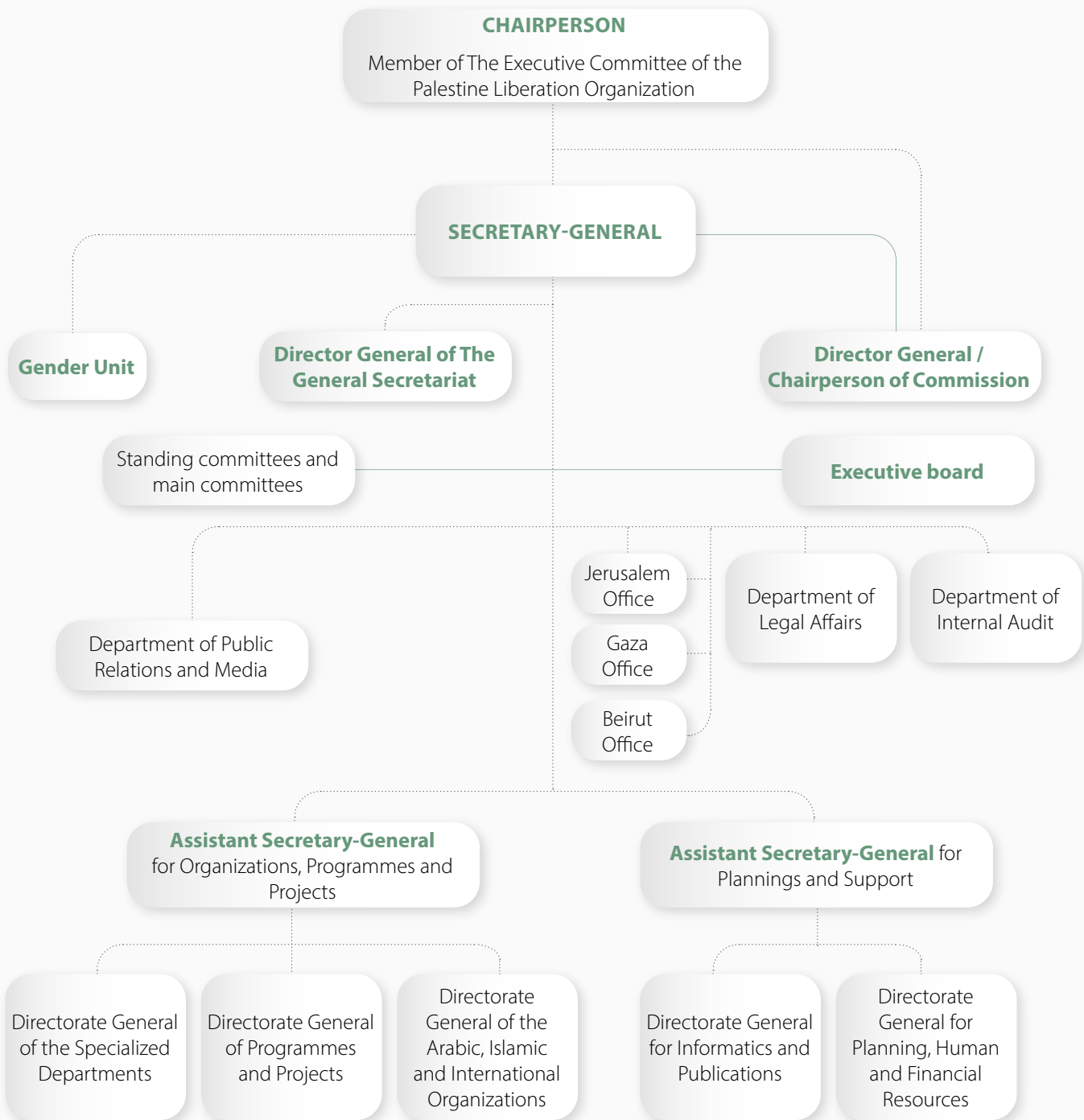
PALESTINIAN National Commission for Education, Culture and Science

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.).

Organizational chart:



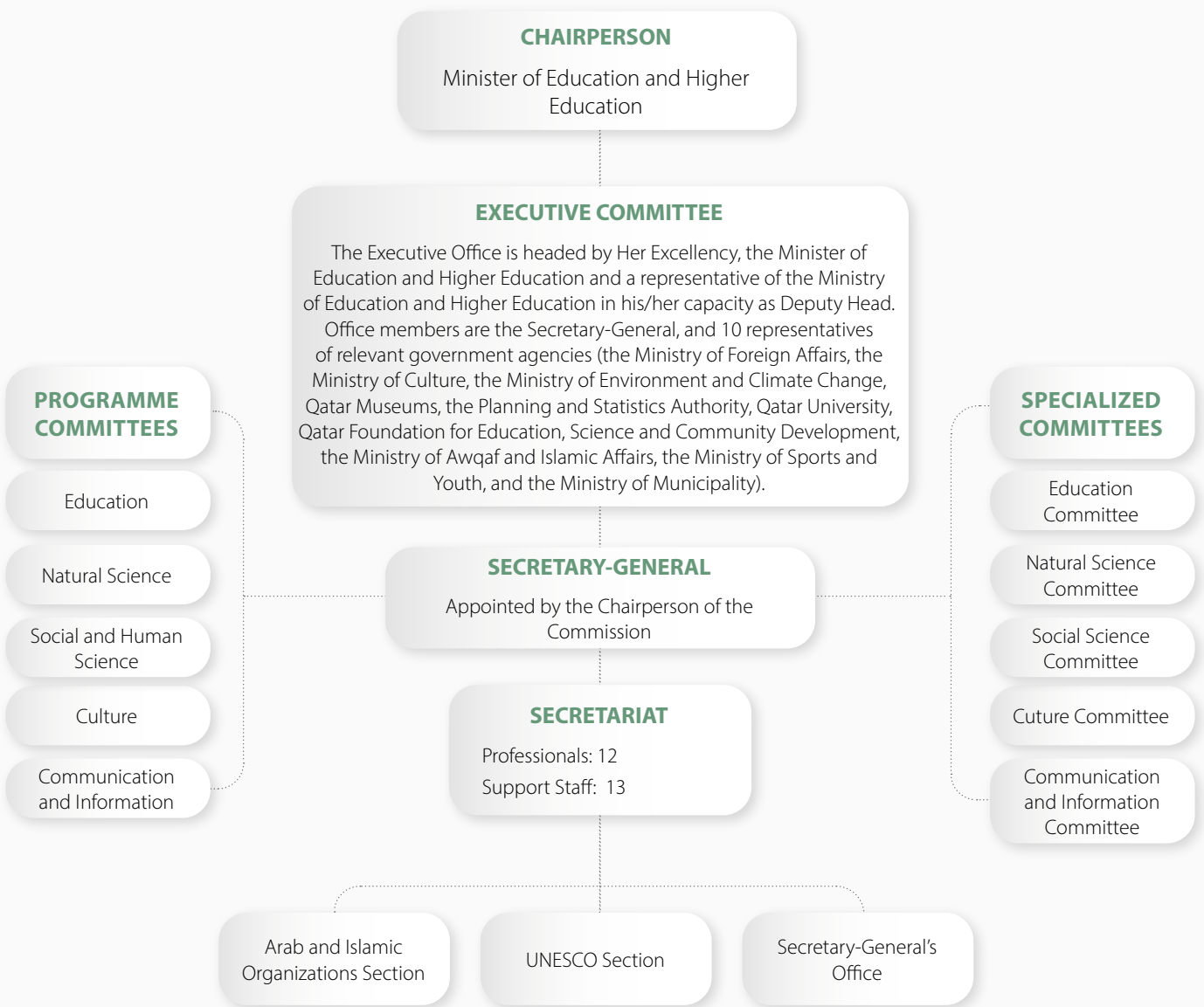
QATAR National Commission for Education, Culture and Science

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 extra-budgetary funds.

Organizational chart:



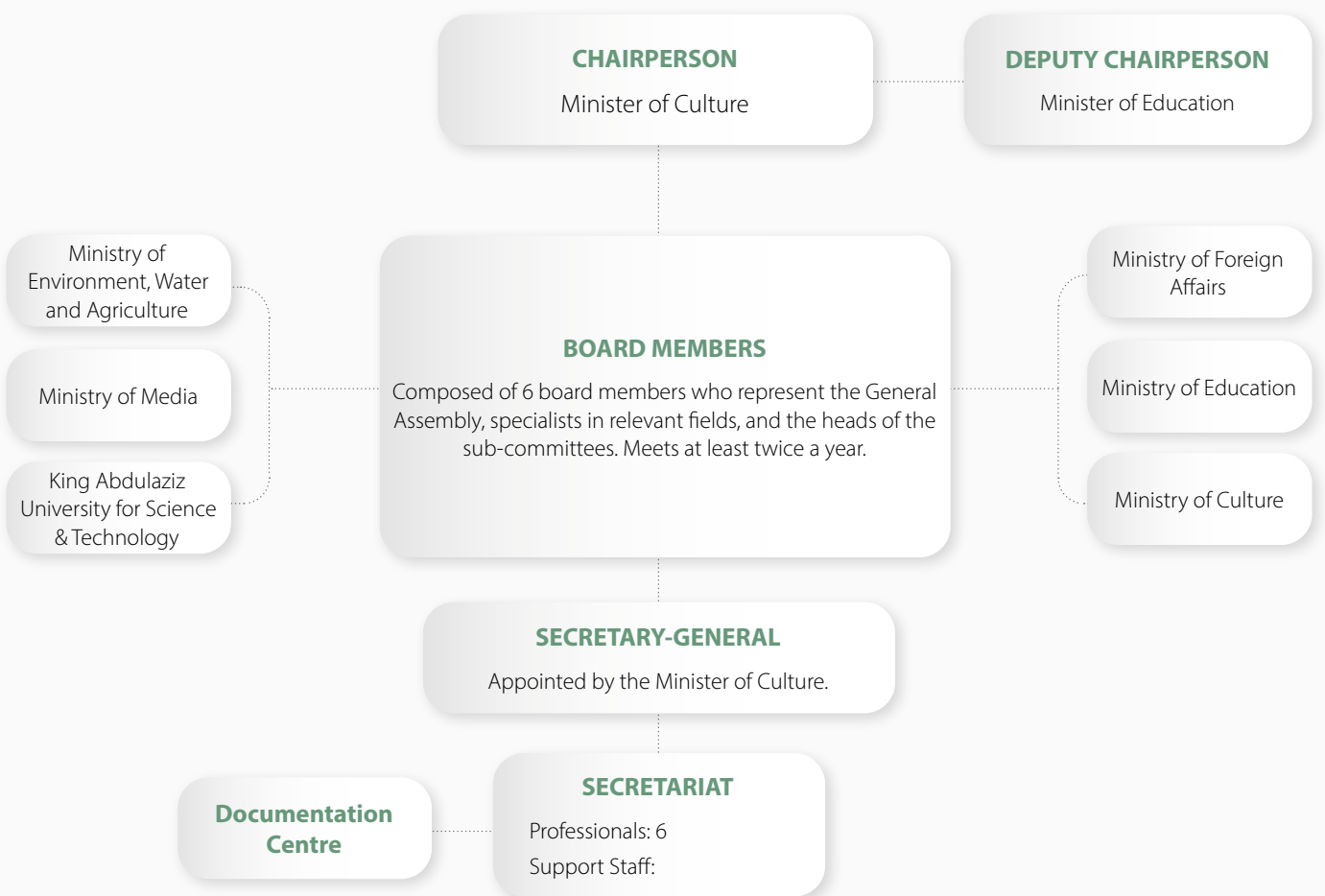
SAUDI National Commission for Education, Culture and Science

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.

Organizational chart:



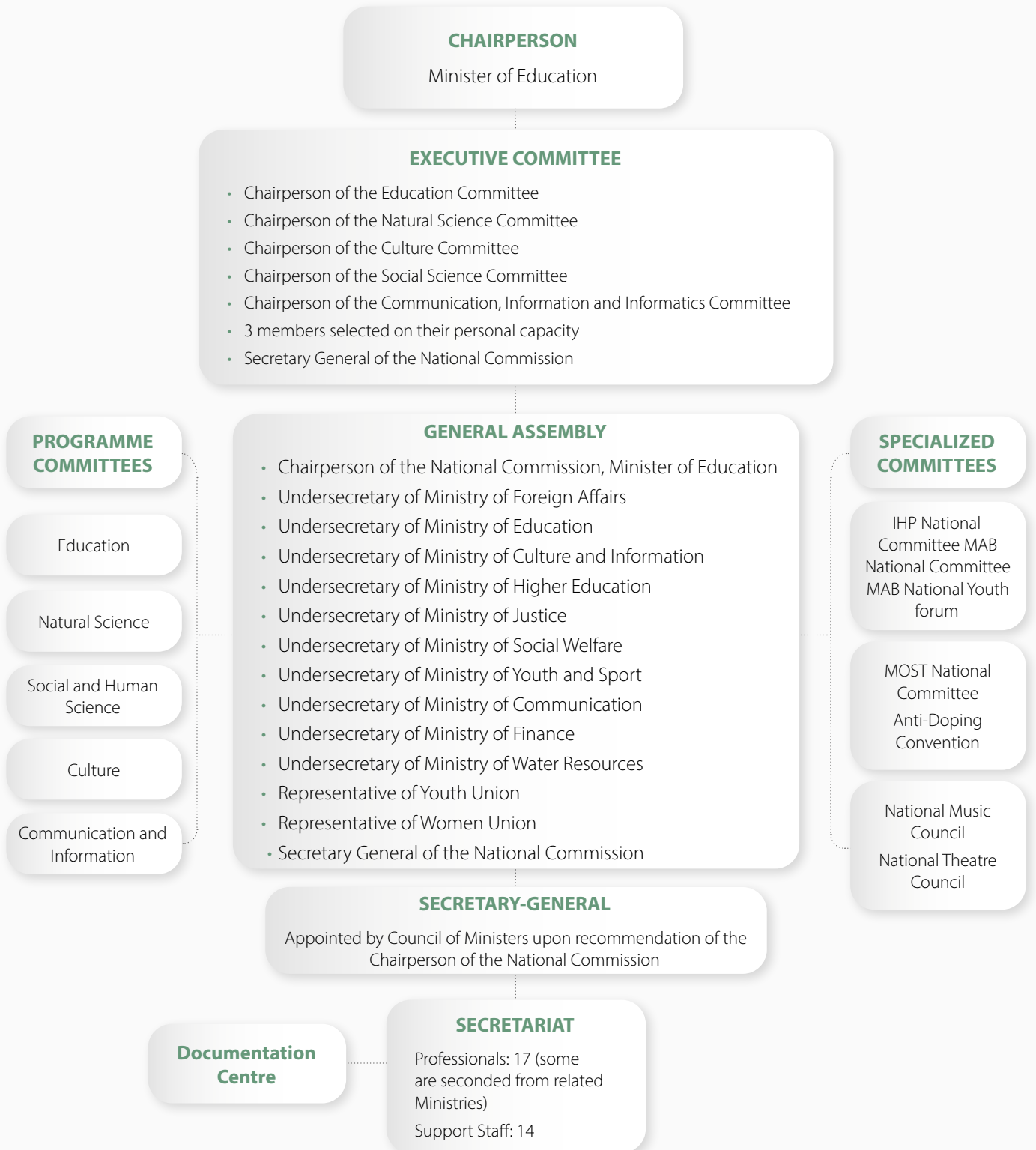
SUDANESE National Commission for Education, Science and Culture

Date of creation: 1957

Status: Autonomous unit chaired by the Minister of Education.

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

Organizational chart:



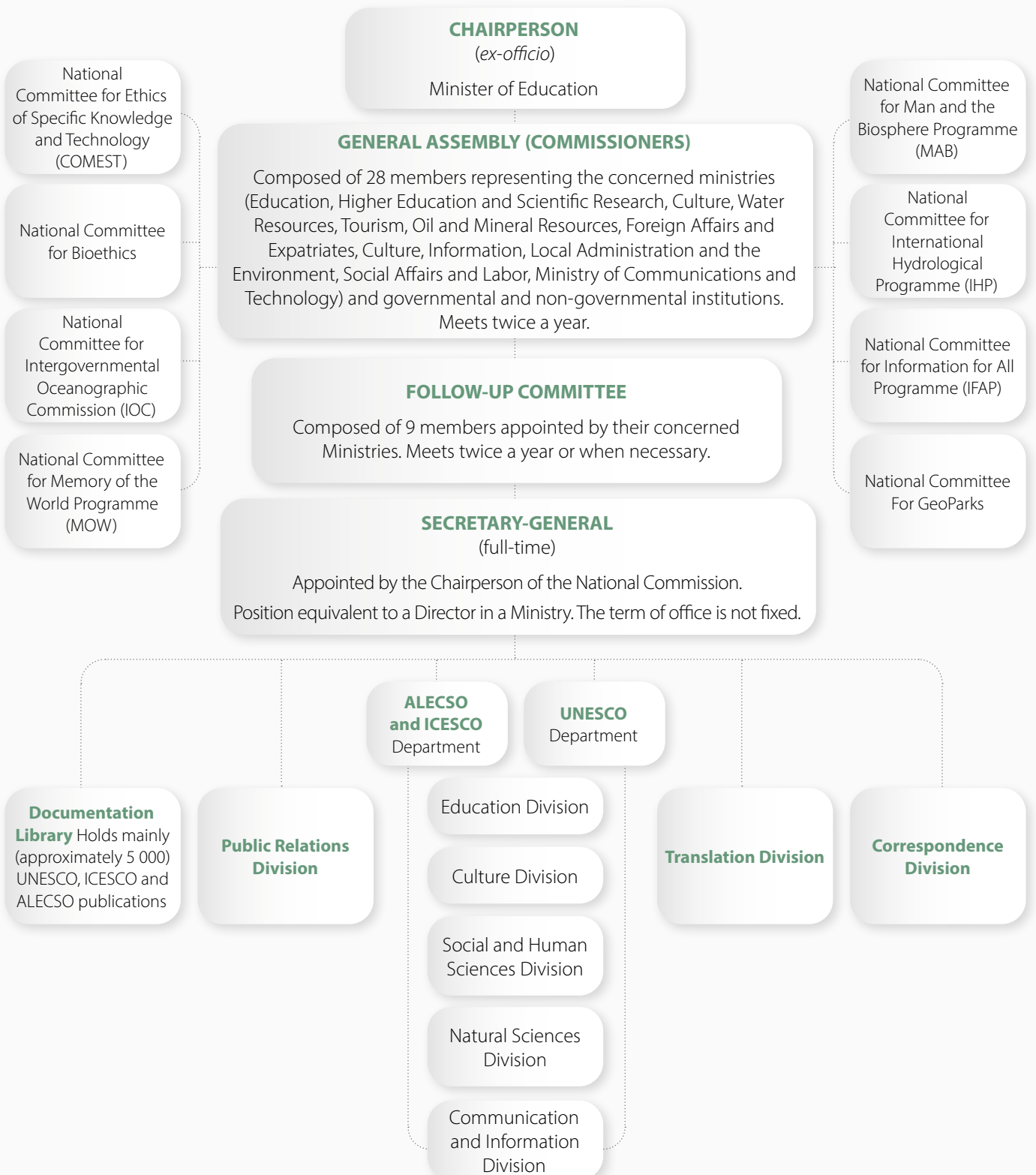
SYRIAN National Commission for UNESCO

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:

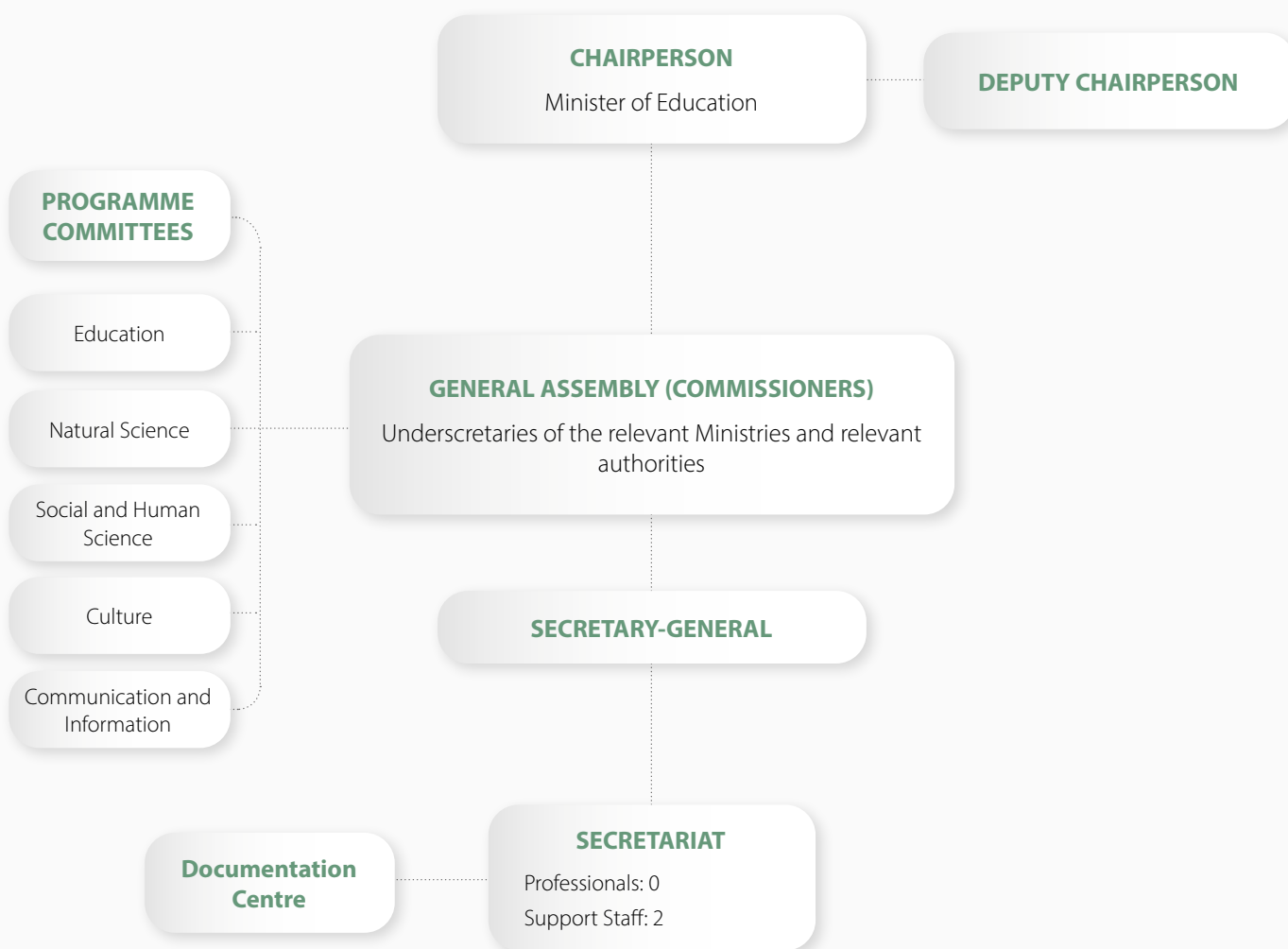


YEMENI National Commission for Education Culture and Science

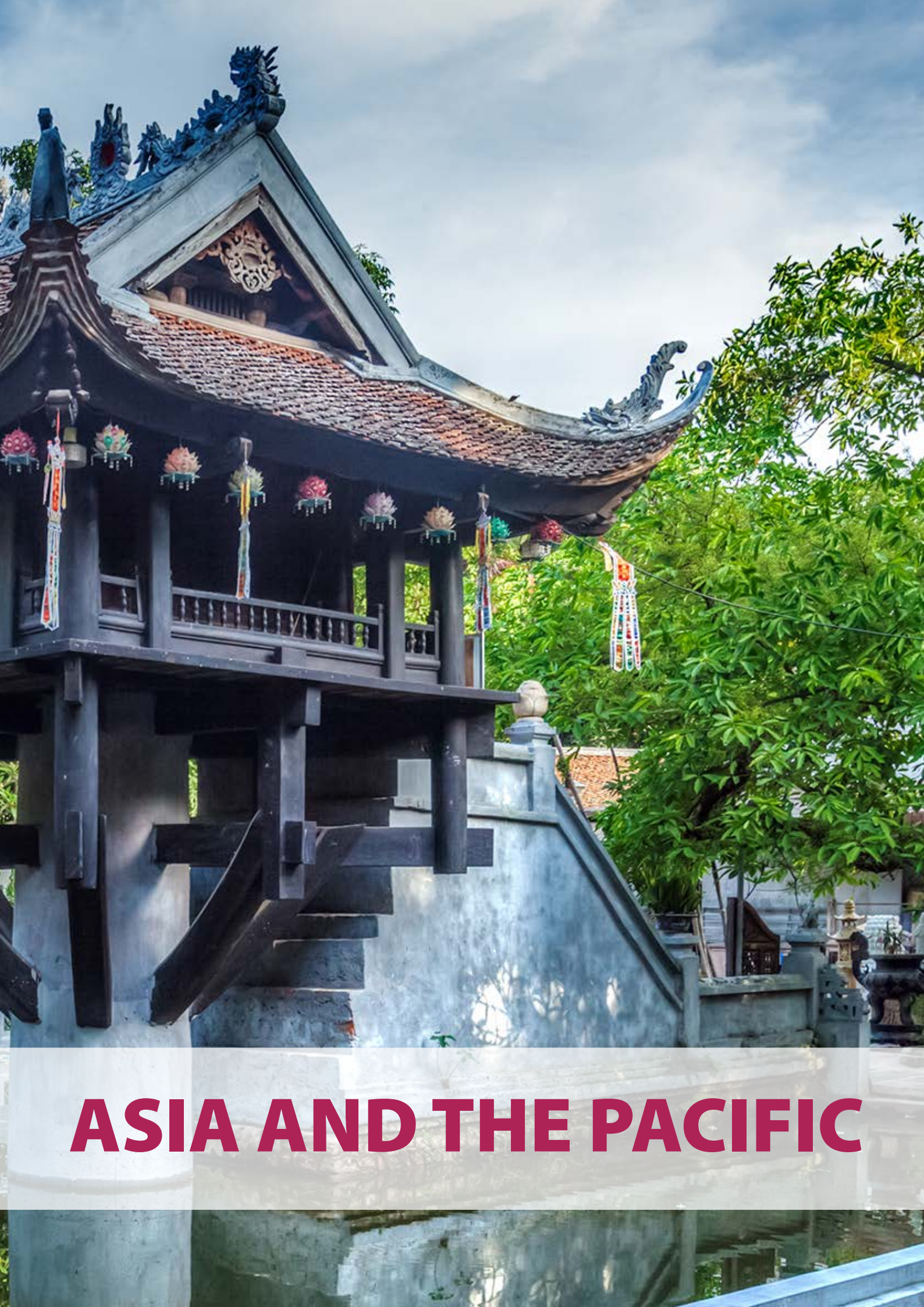
Date of creation: 1995

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

Organizational chart:







ASIA AND THE PACIFIC

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:



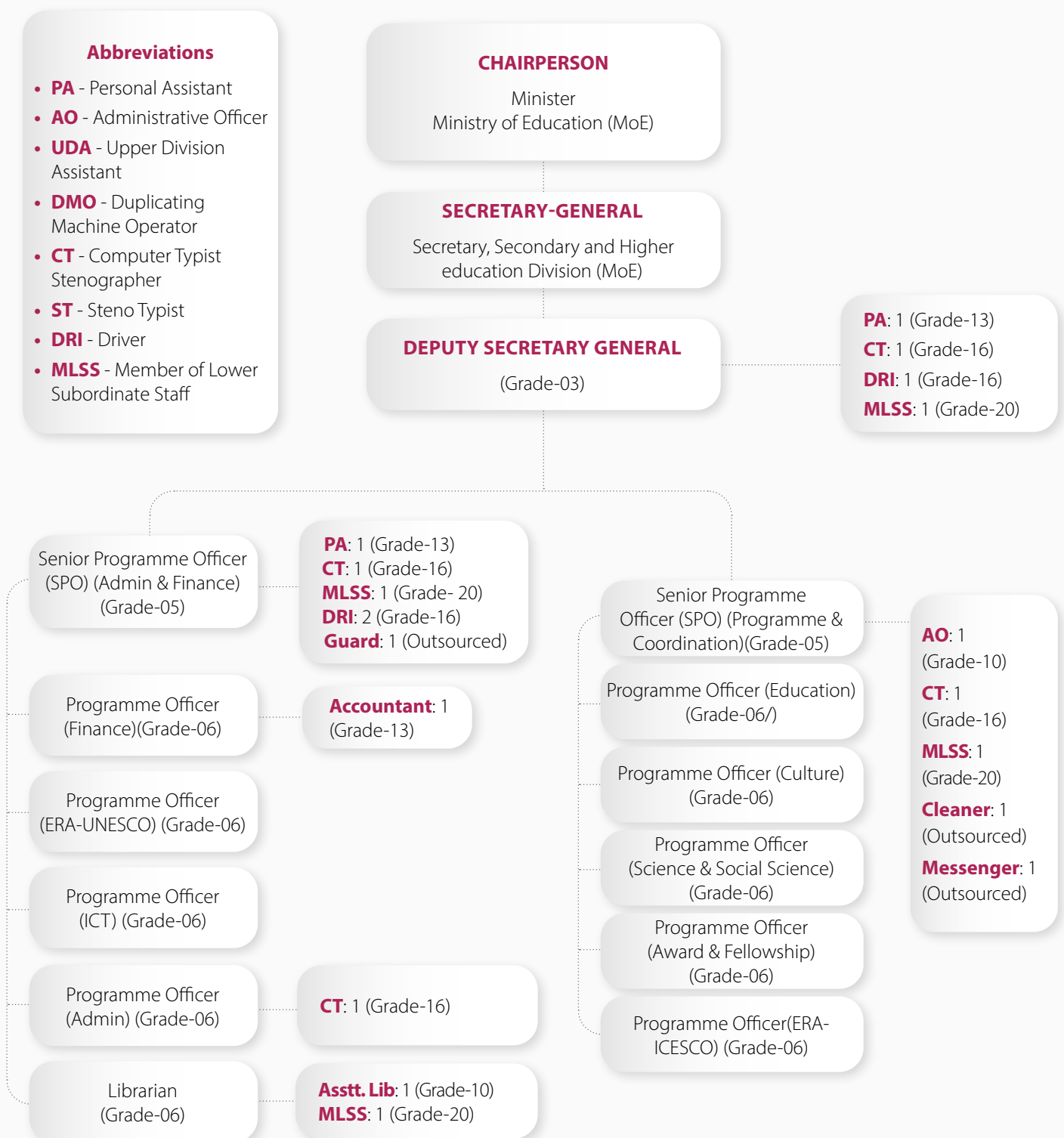
BANGLADESH National Commission for UNESCO

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.

Organizational chart:



BHUTAN National Commission for UNESCO

Date of creation: 1984

Status: Governmental, under the Ministry of Education.

Budget: From Government and International funding.

Organizational chart:



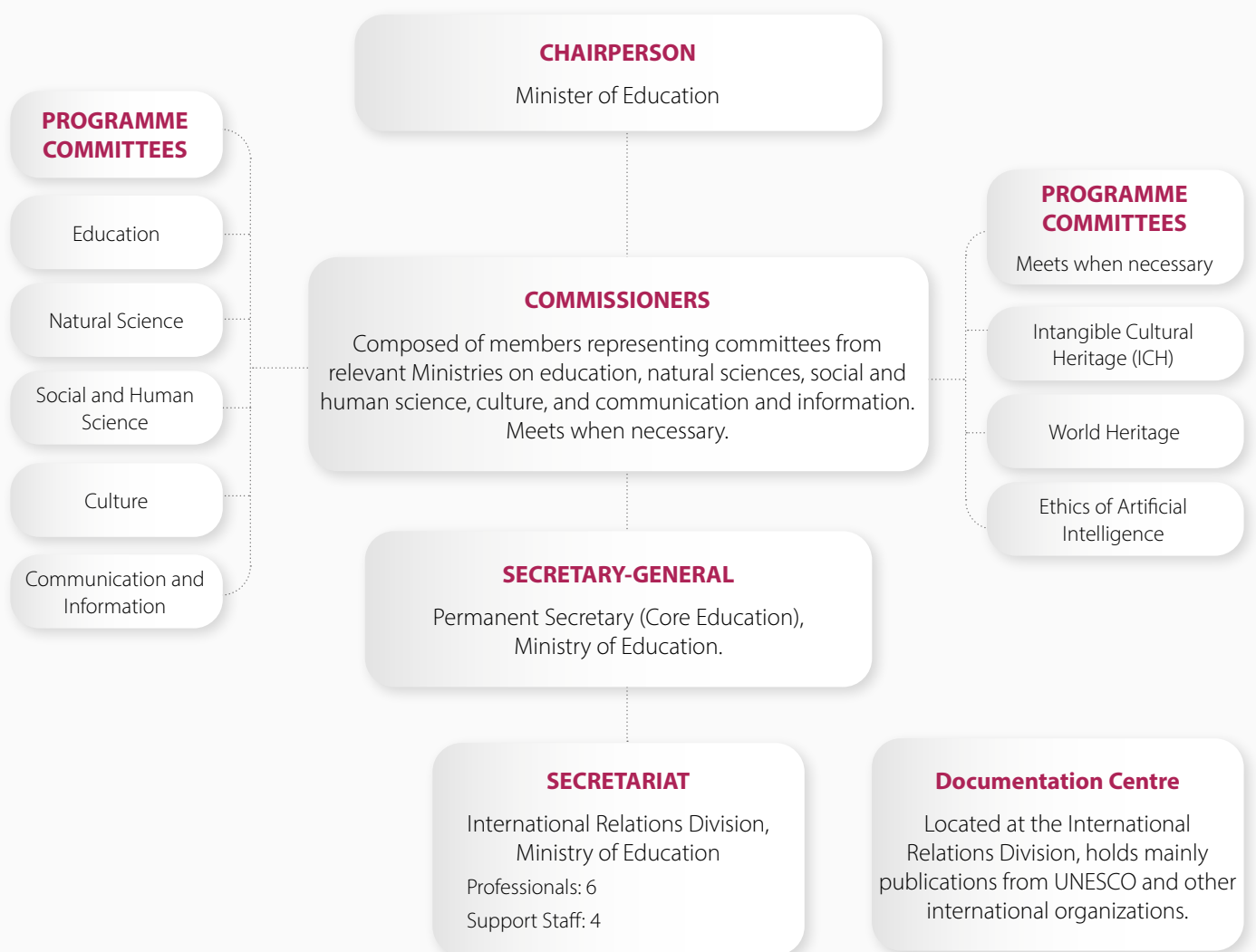
BRUNEI DARUSSALAM National Commission for UNESCO

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.

Organizational chart



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.

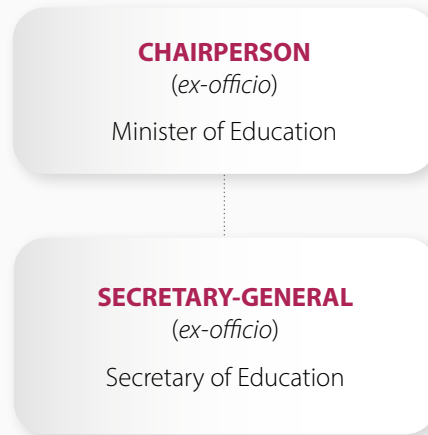
Budget: The annual budget package of the Cambodian National Commission acquires from Ministry of Culture and Fine Arts. The amount of budget fluctuates each year based on the situation of national economy index and national income of Cambodia. Another portion of the National Commission's budget lies 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.

Organizational chart:



COOK ISLANDS National Commission for UNESCO

Organizational chart:



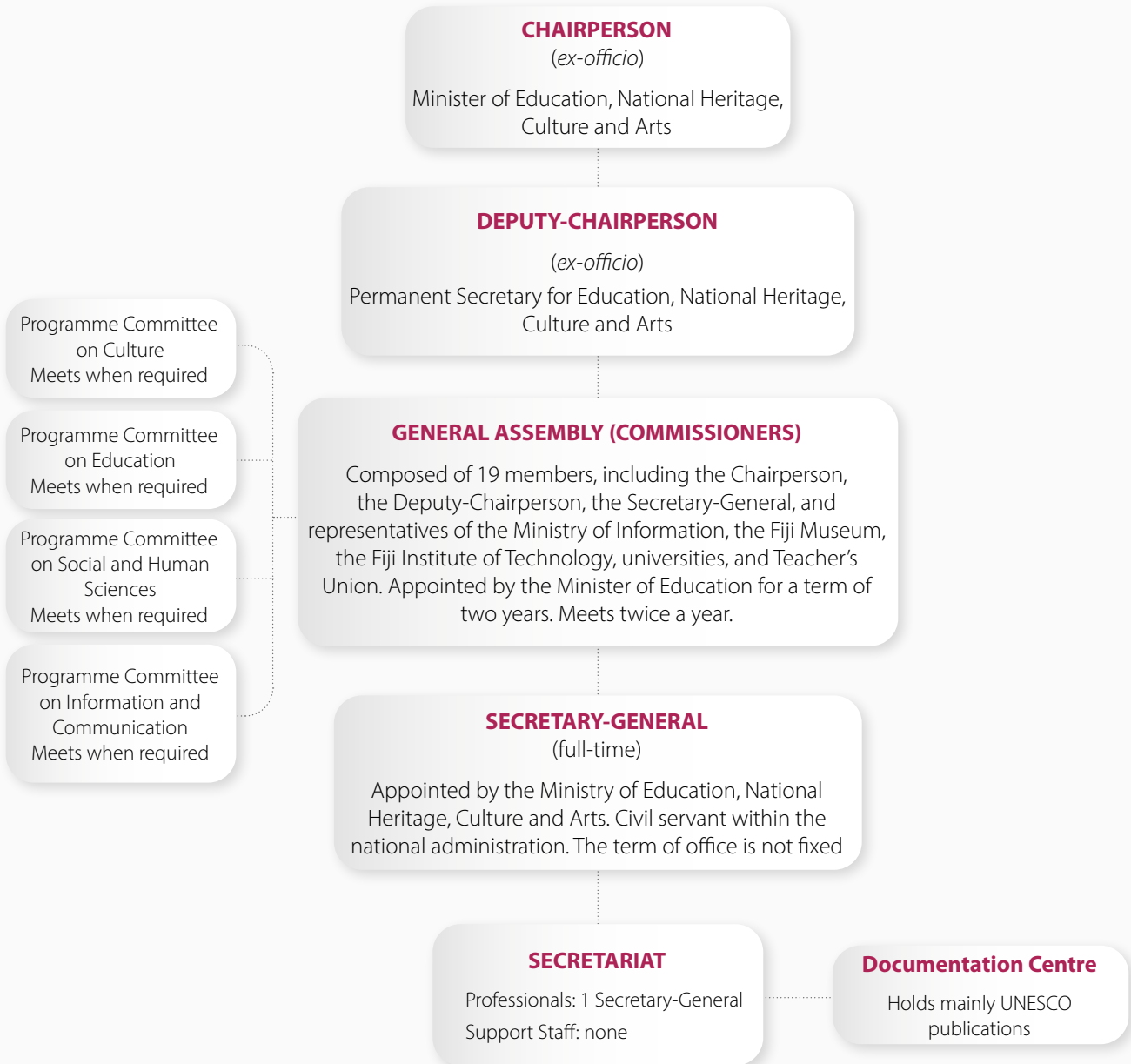
FIJI National Commission for UNESCO

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.

Organizational chart:



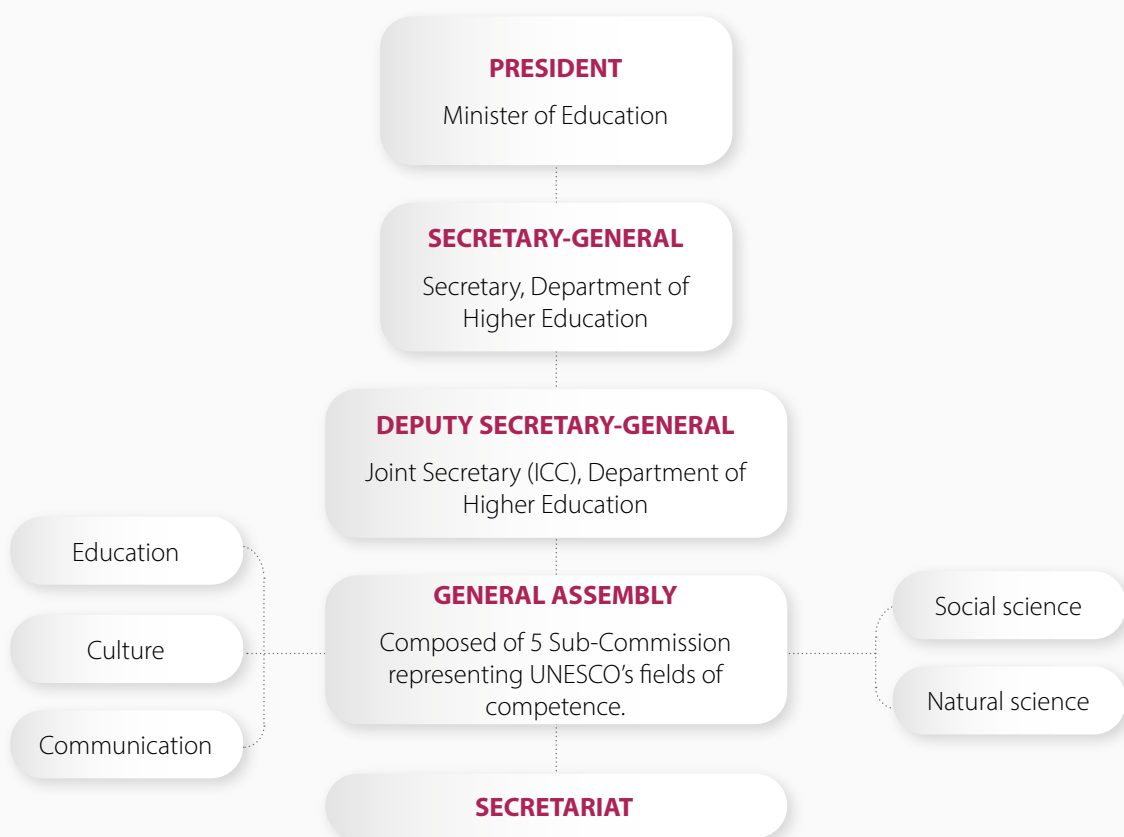
INDIAN National Commission for Cooperation with UNESCO

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.

Organizational chart:



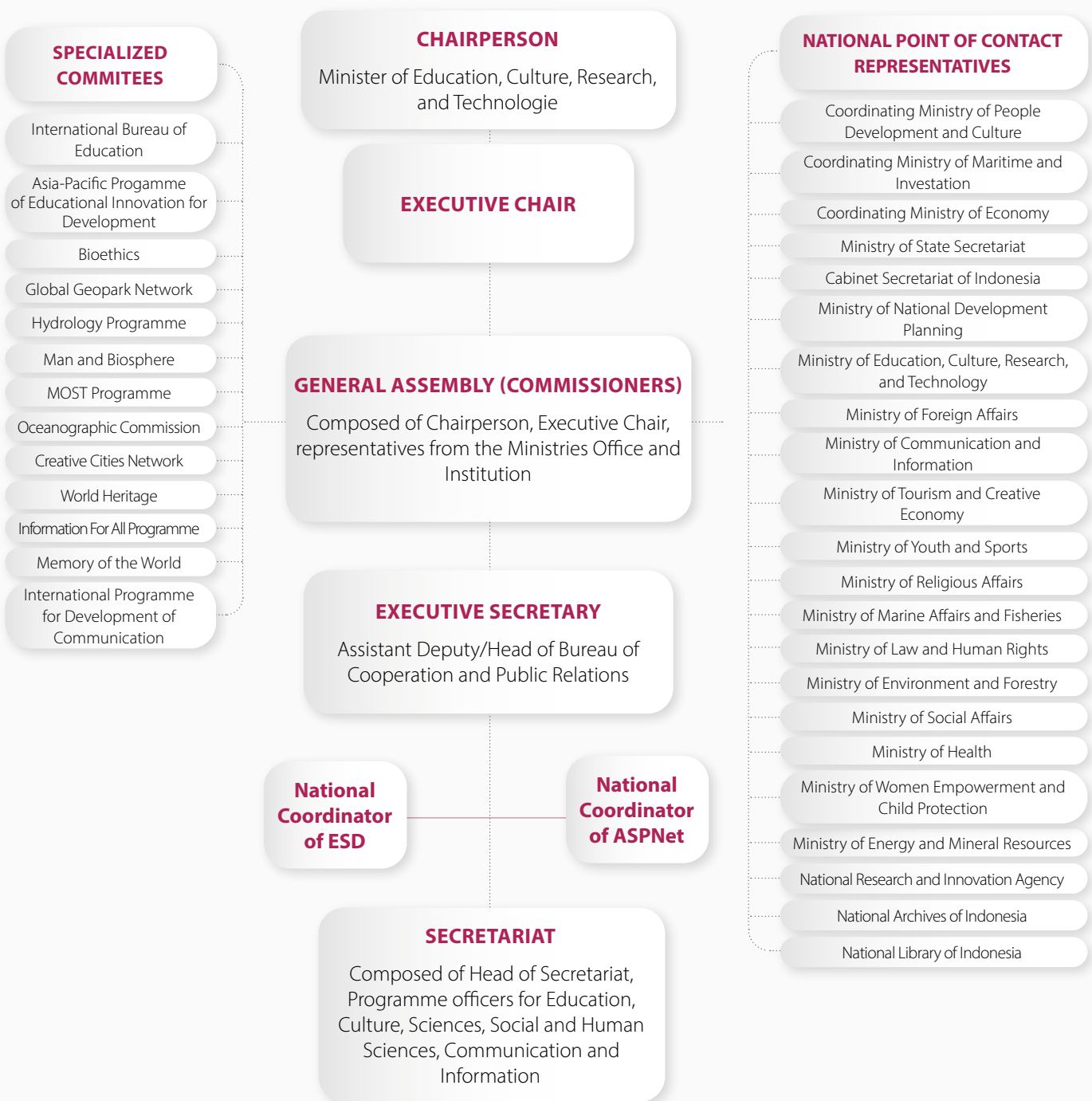
INDONESIAN National Commission for UNESCO

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:



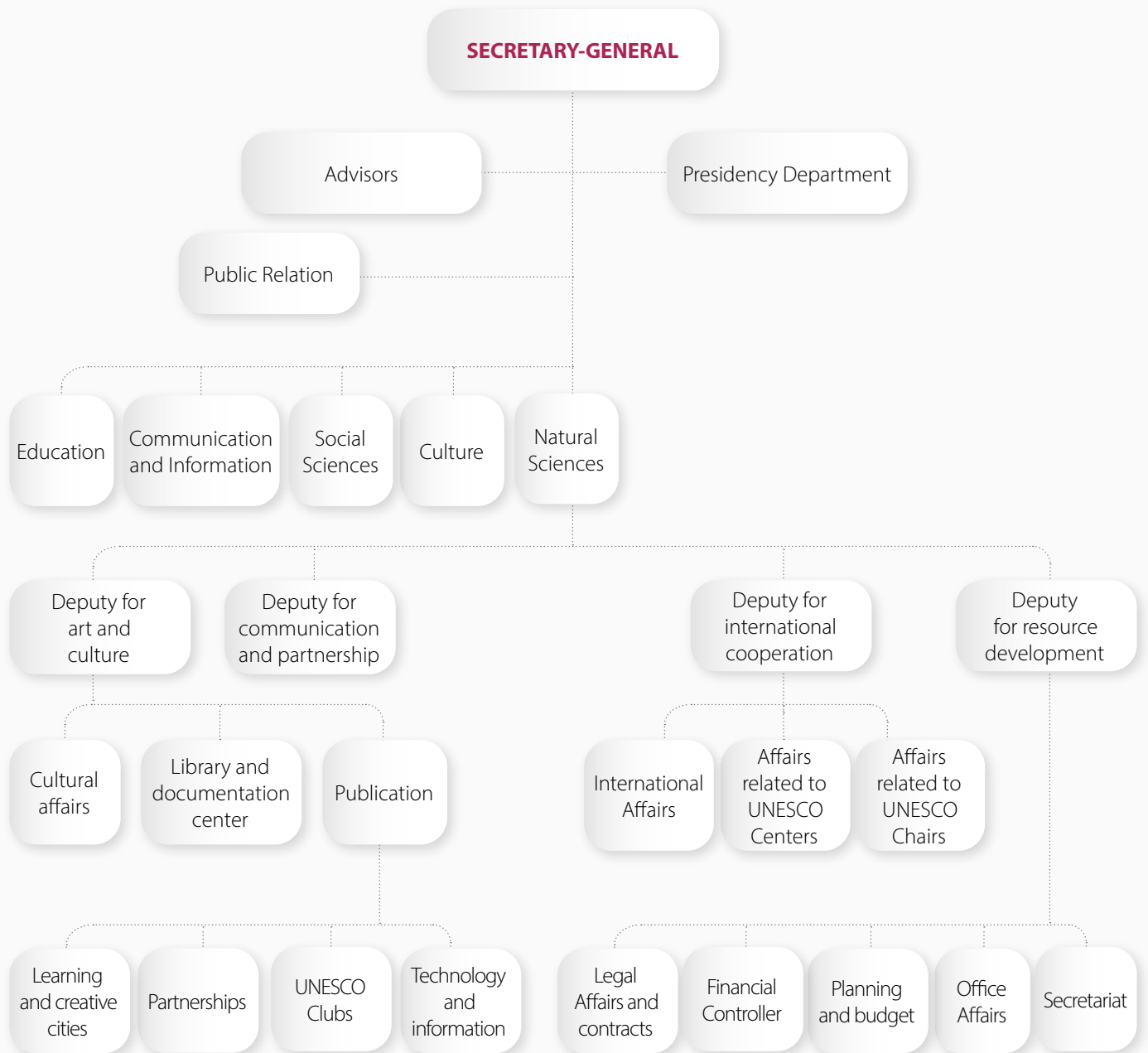
IRANIAN National Commission for UNESCO

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.

Organizational chart:



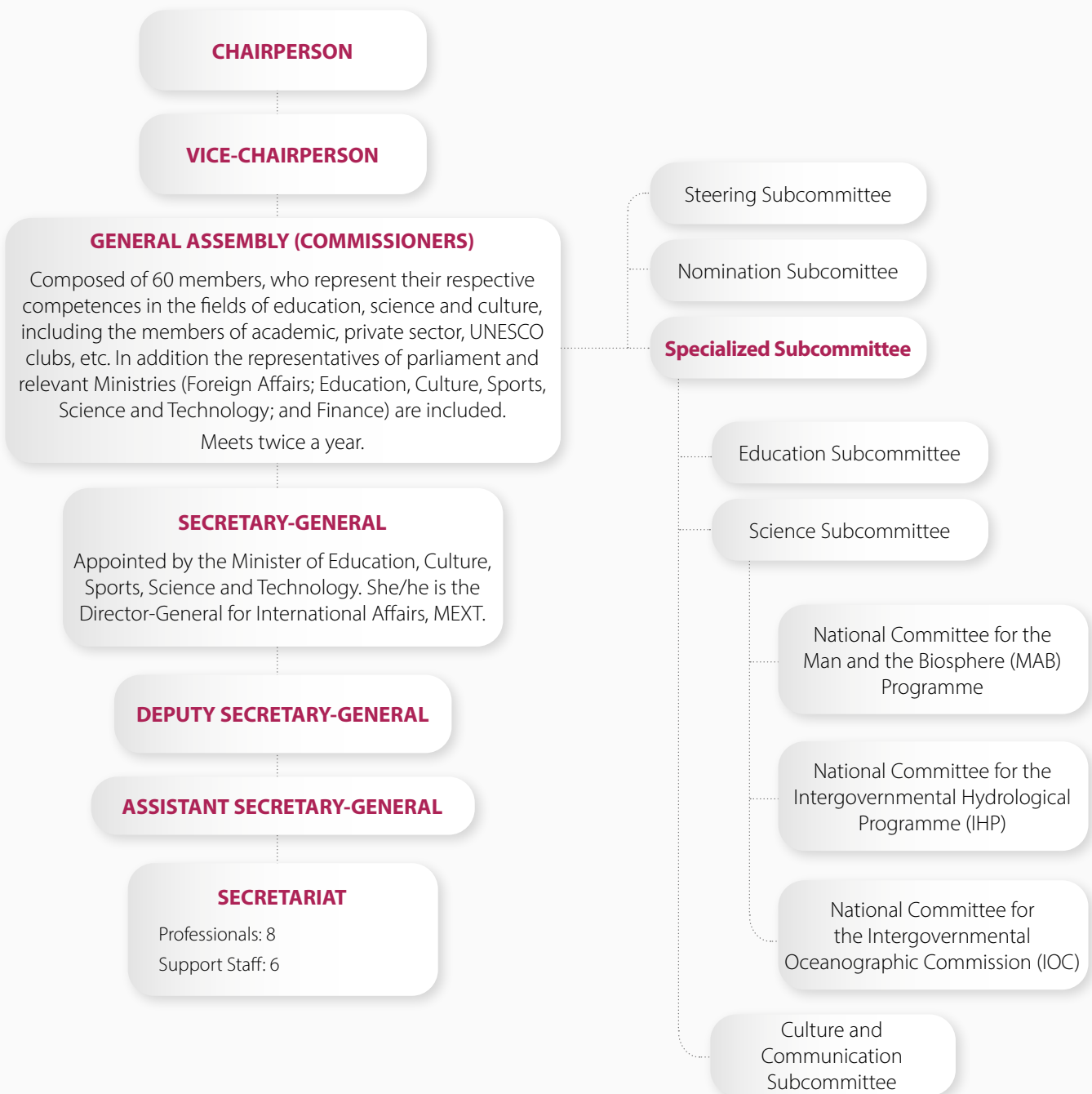
JAPANESE National Commission for UNESCO

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.

Organizational chart:



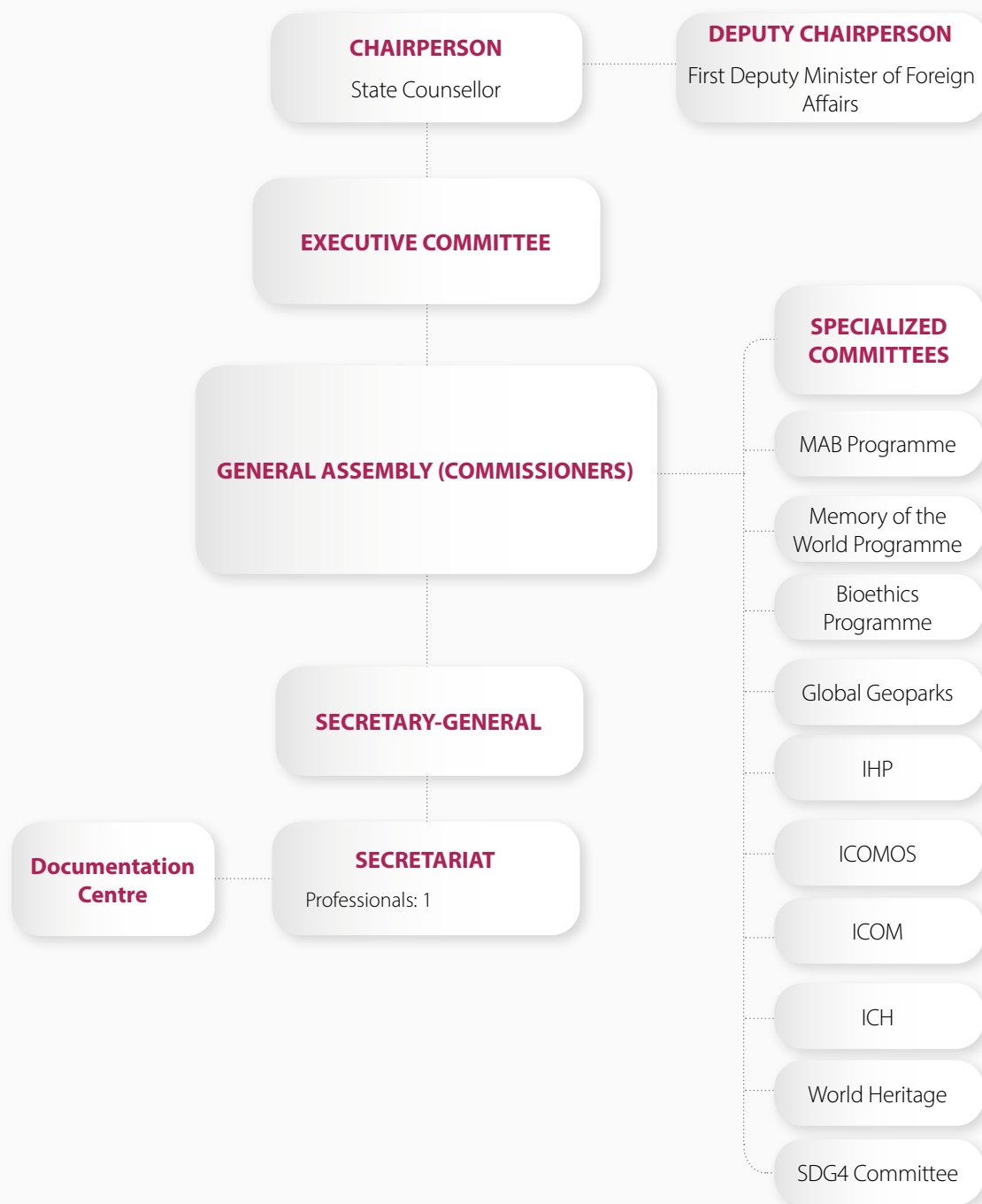
National Commission of the REPUBLIC OF KAZAKHSTAN for UNESCO and ICESCO

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.

Organizational chart:



Kiribati National Commission for UNESCO

Organizational chart:



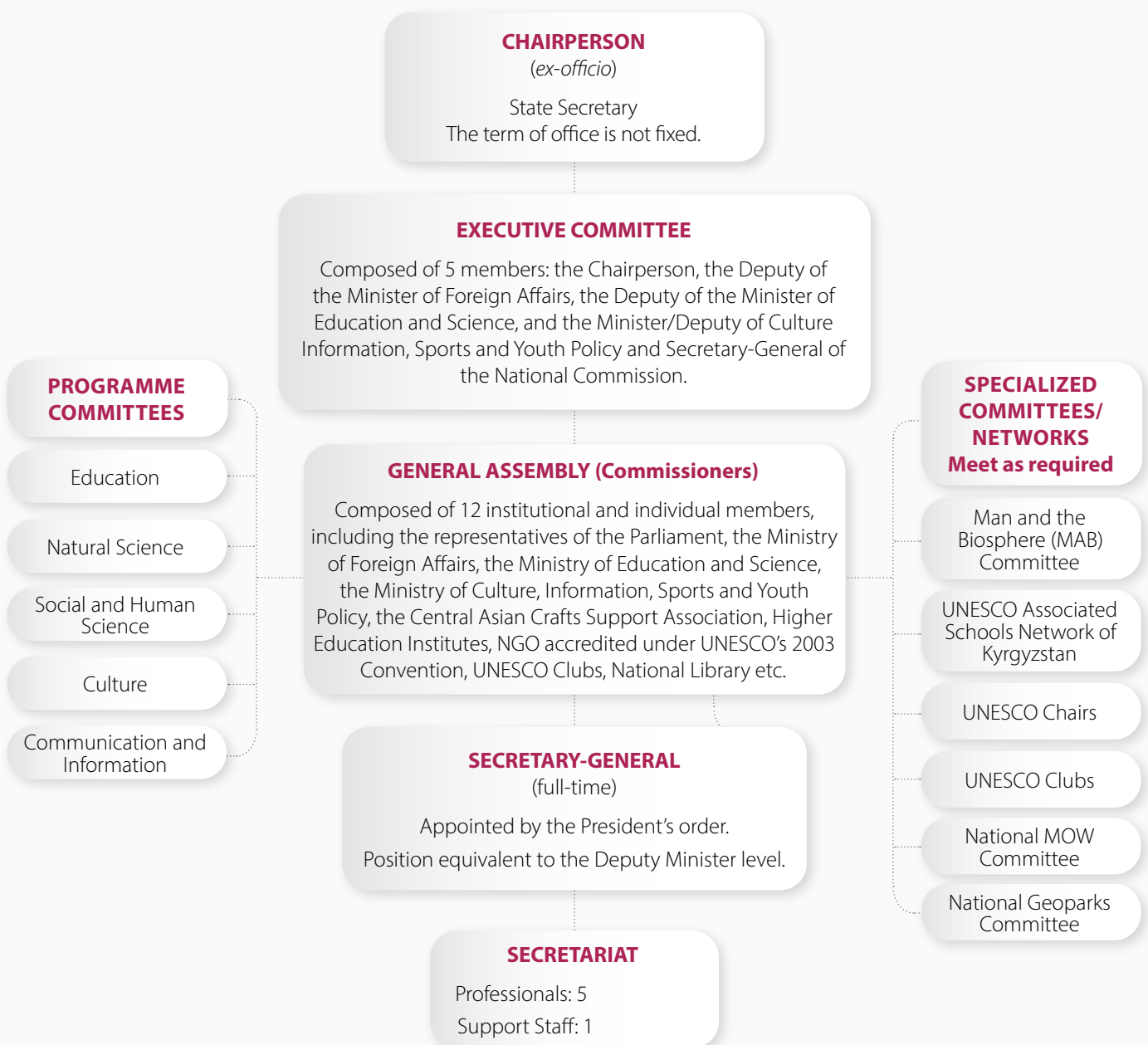
National Commission of the KYRGYZ REPUBLIC for UNESCO

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:



LAO National Commission for UNESCO

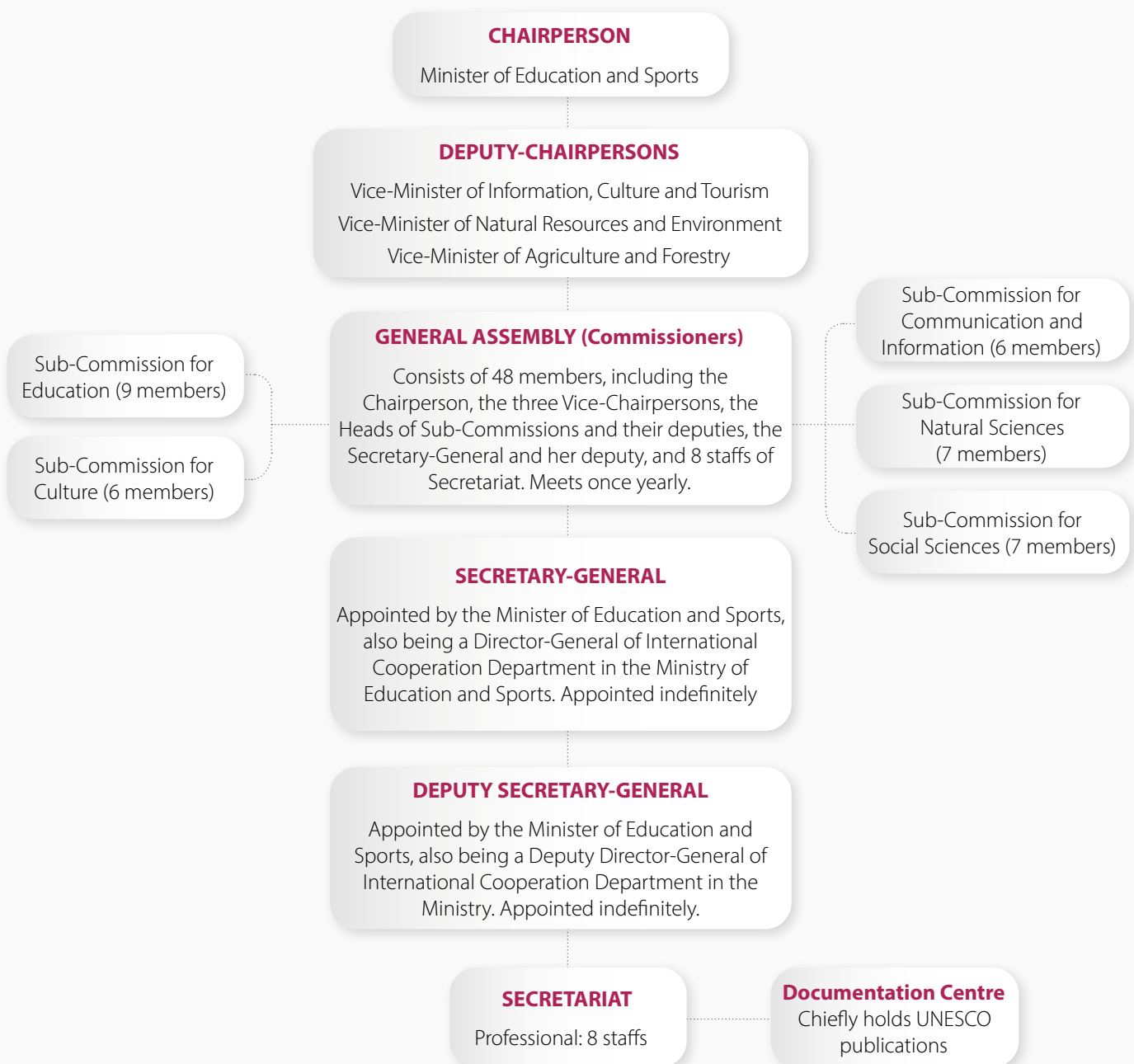
Date of creation: 16 December 1978

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:

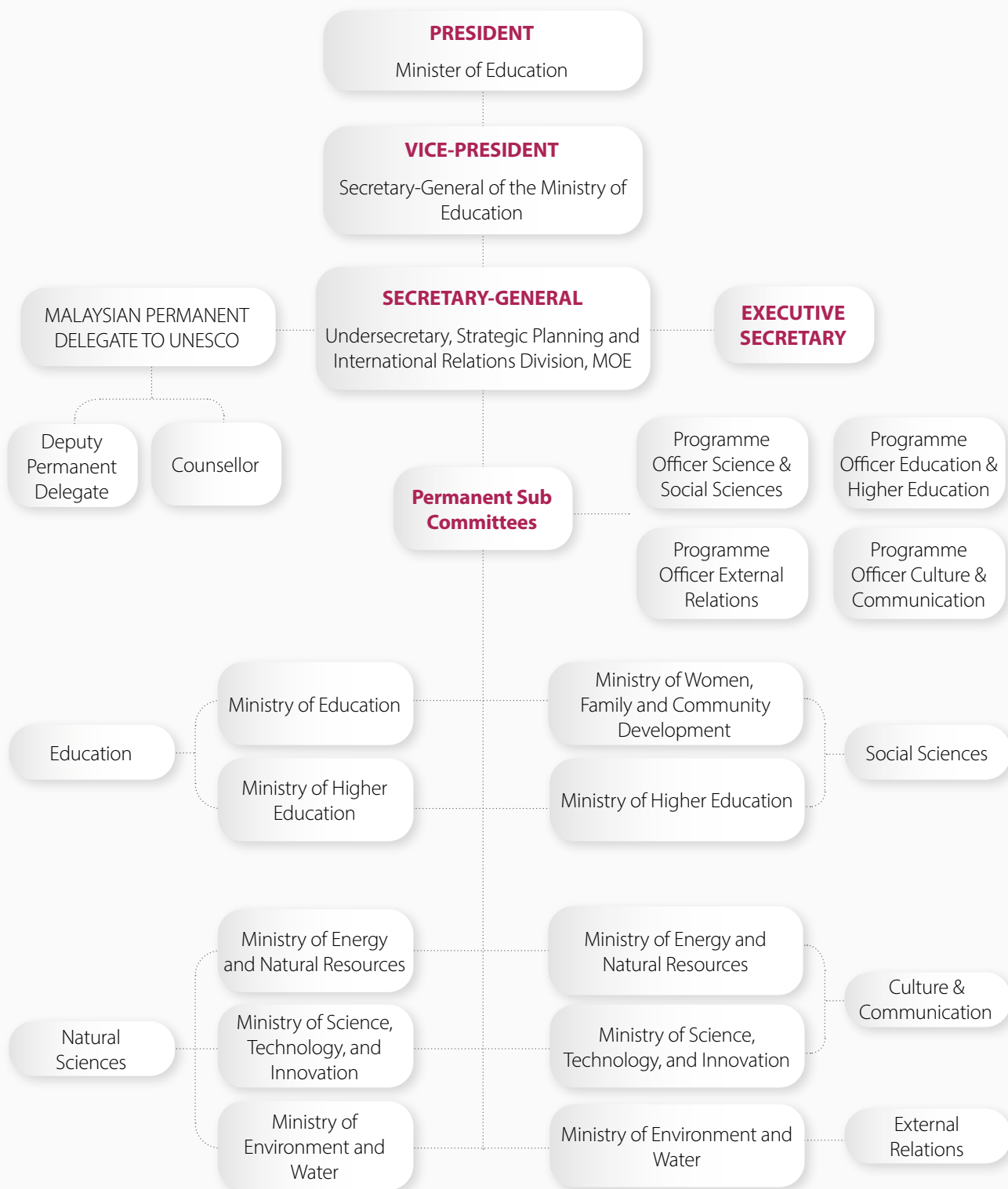


MALAYSIAN National Commission for UNESCO

Date of creation: 7 July 1966

Status: Government Entity

Organizational chart:



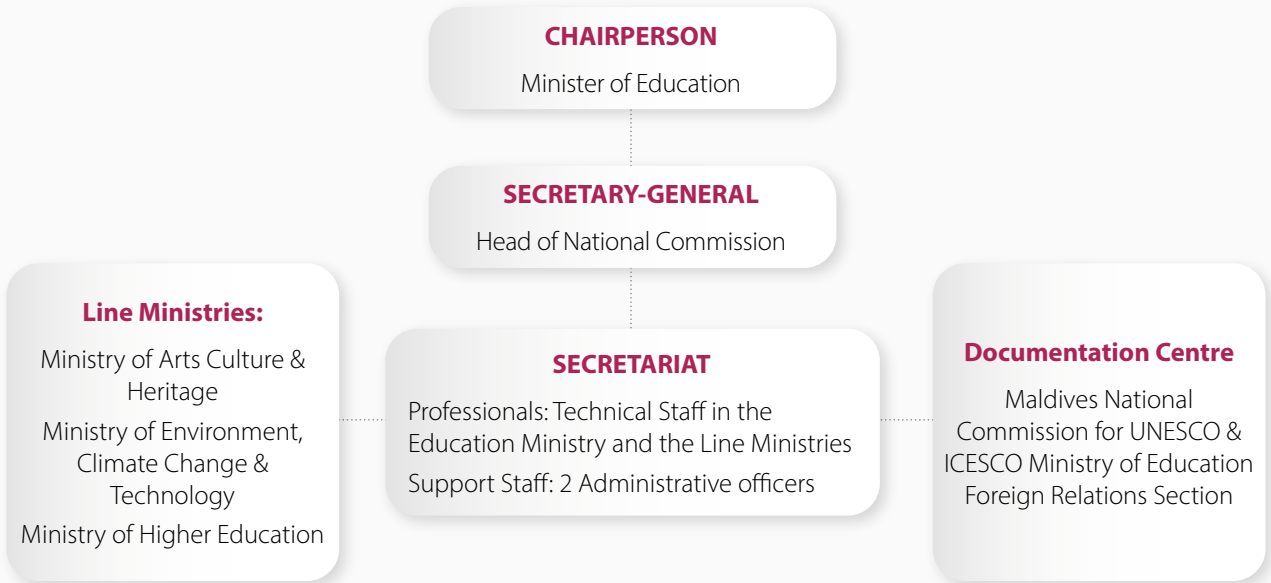
MALDIVES National Commission for UNESCO

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:



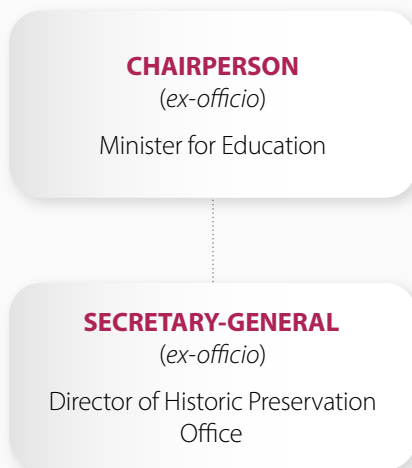
MARSHALL ISLANDS National Commission for UNESCO

Organizational chart:



National Commission for UNESCO of the FEDERATED STATES OF MICRONESIA

Organizational chart:



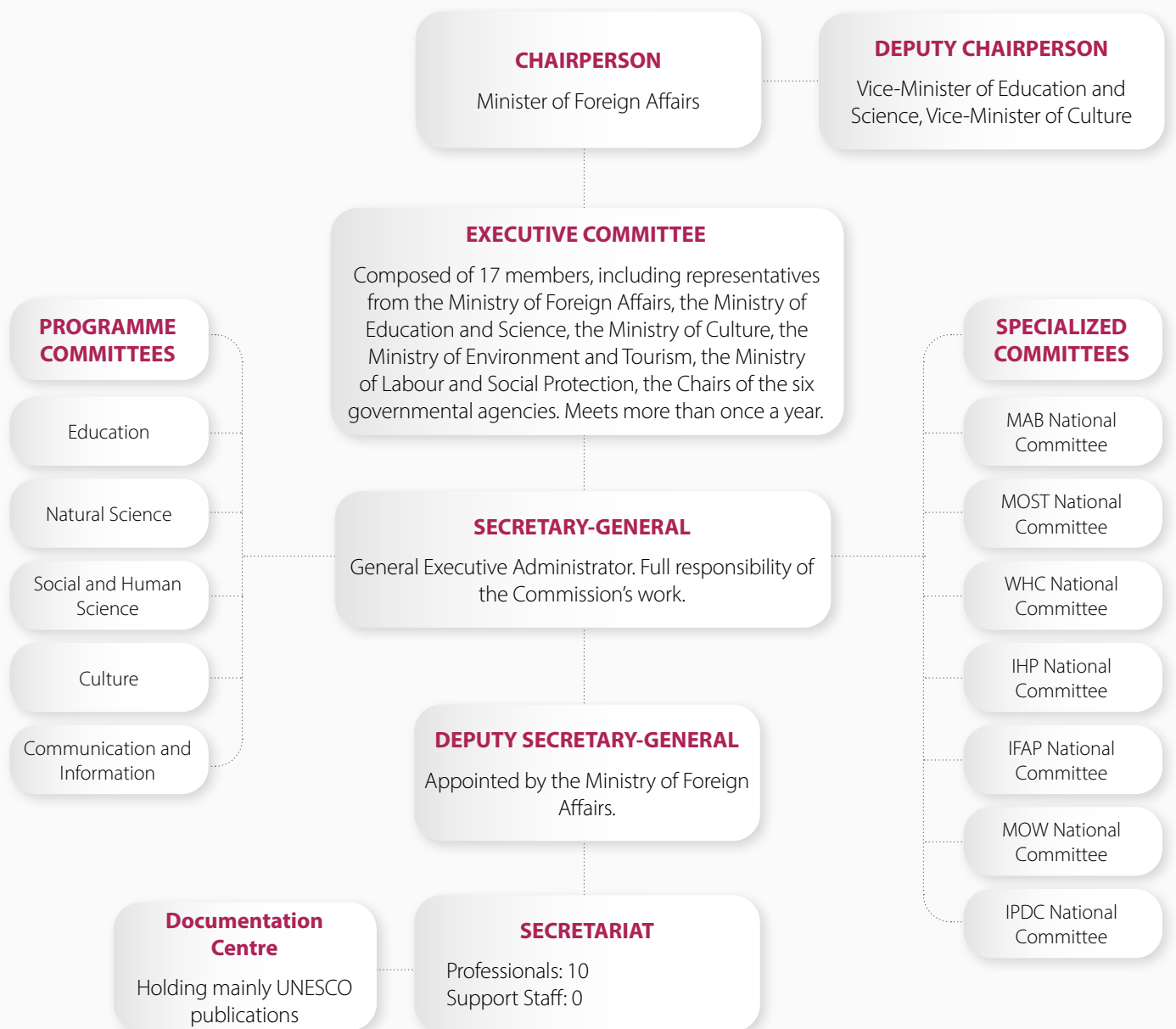
MONGOLIAN National Commission for UNESCO

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.

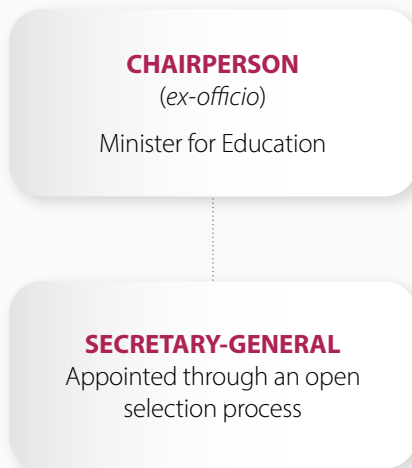
Budget: The budget of the National Commission is allocated by the Government and covers current operational expenditure. The Commission does not raise extrabudgetary funds. The Commission has a bank account that receives the funding for projects approved by the Ministry of Finance.

Organizational chart:



NAURU National Commission for UNESCO

Organizational chart:



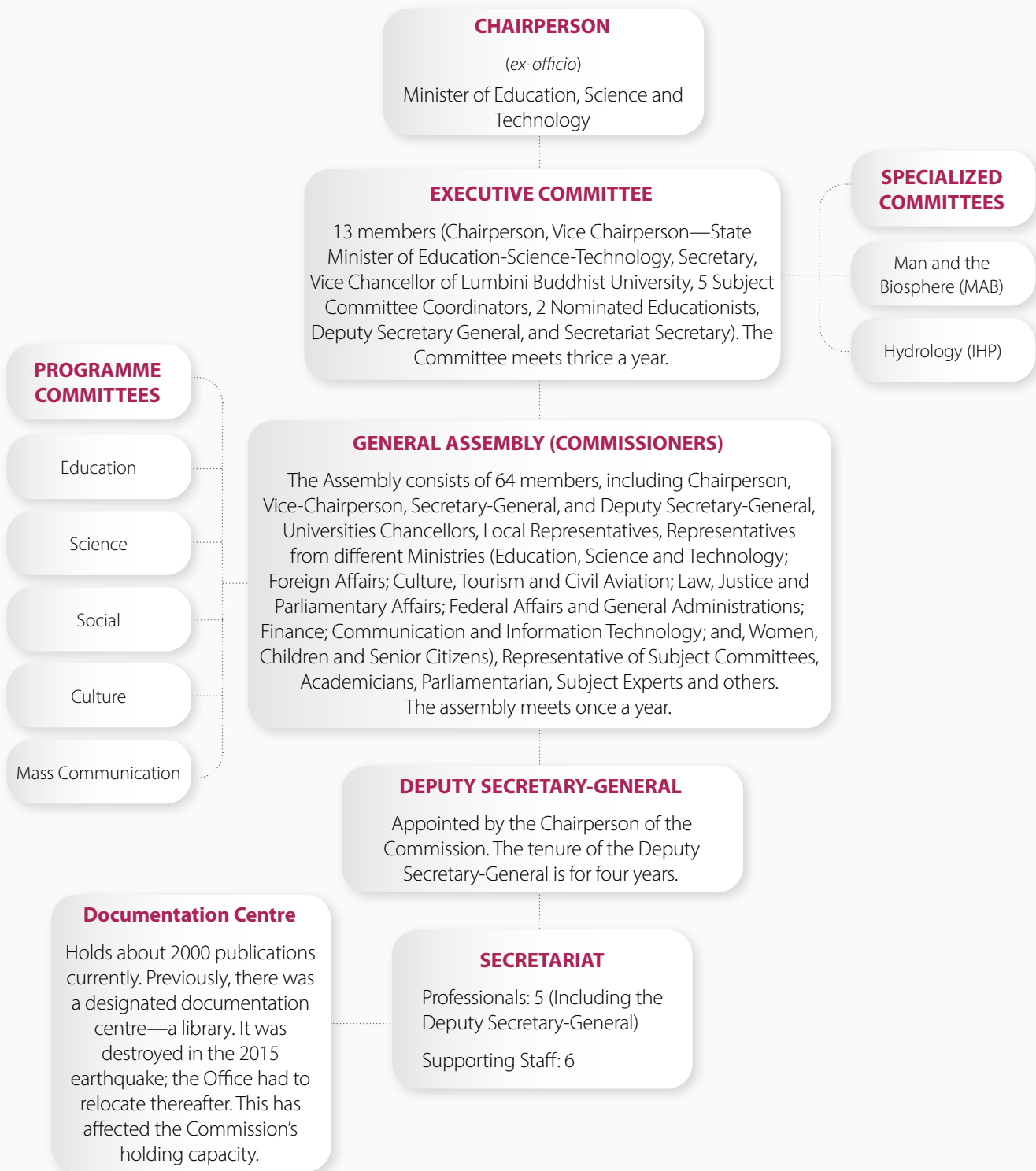
NEPAL National Commission for UNESCO

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:



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.

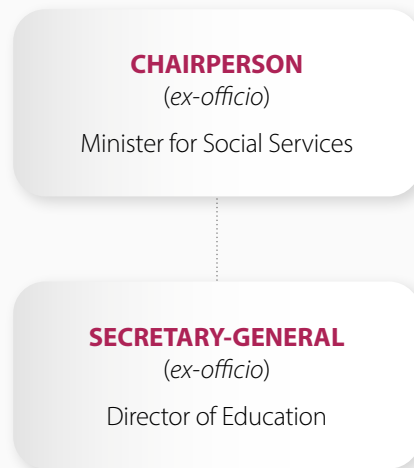
Budget: Funding is provided by the Government through the Ministry of Education to meet the costs of the National Commission's programme activities and the National Commission's operating costs, including its participation in UNESCO's biennial General Conference and other UNESCO meetings.

Organizational chart:



NIUE National Commission for UNESCO

Organizational chart:



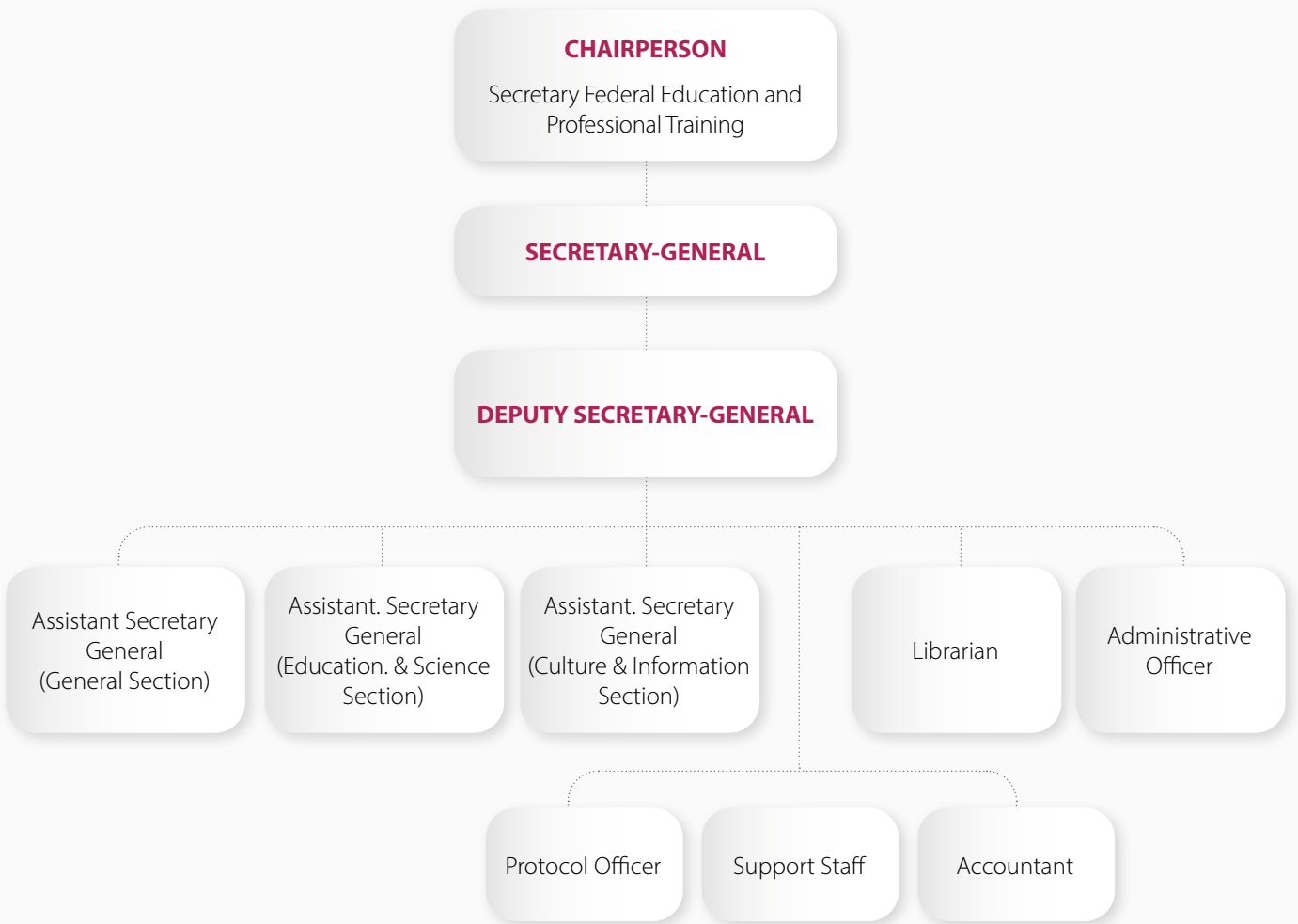
PAKISTAN National Commission for UNESCO

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.

Organizational chart:



PALAU National Commission for UNESCO

111

Organizational chart:

SECRETARY-GENERAL
(*ex-officio*)
Chief of School Management

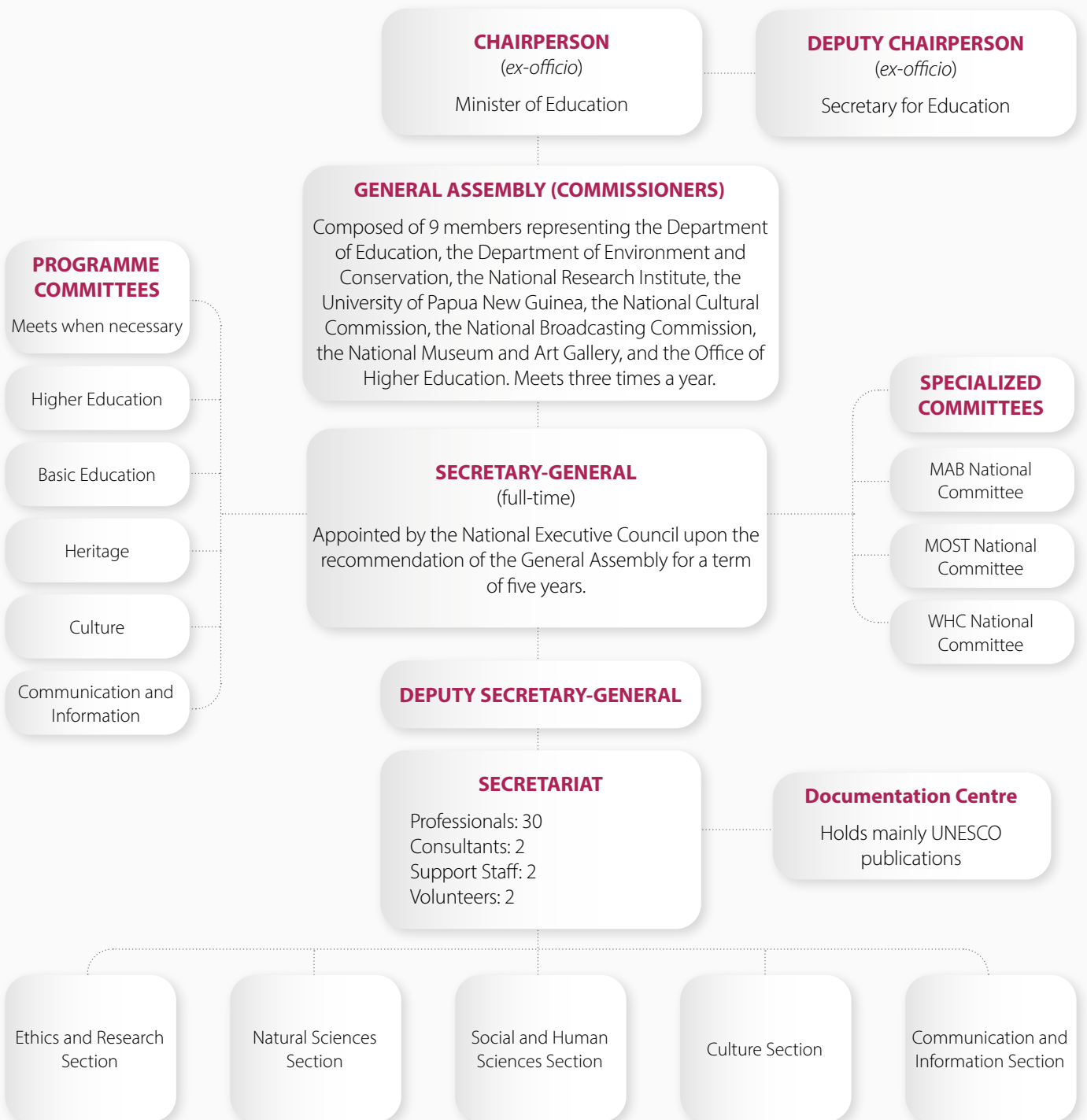
PAPUA NEW GUINEA National Commission for UNESCO

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.

Organizational chart:



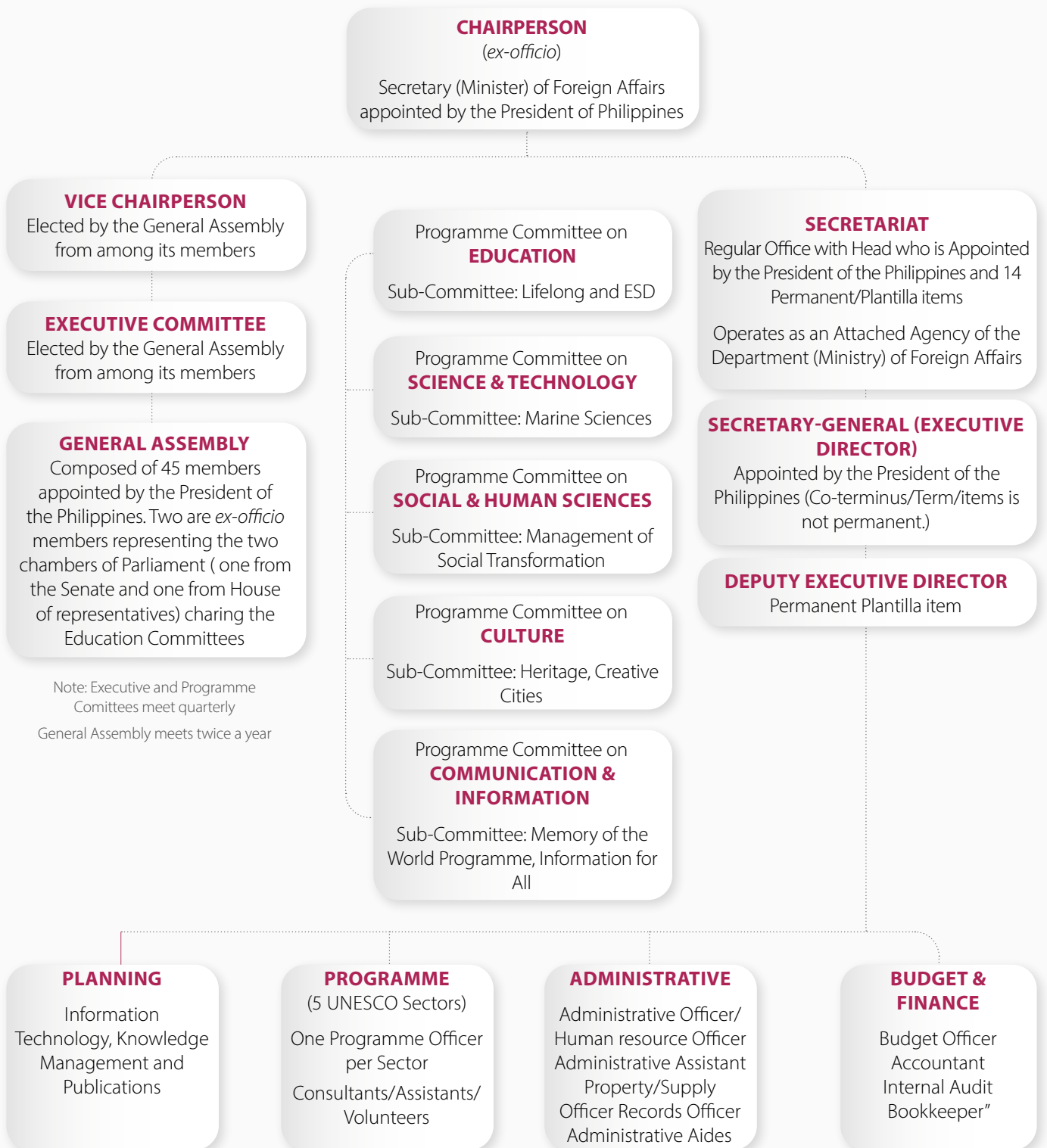
UNESCO National Commission of the PHILIPPINES

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:



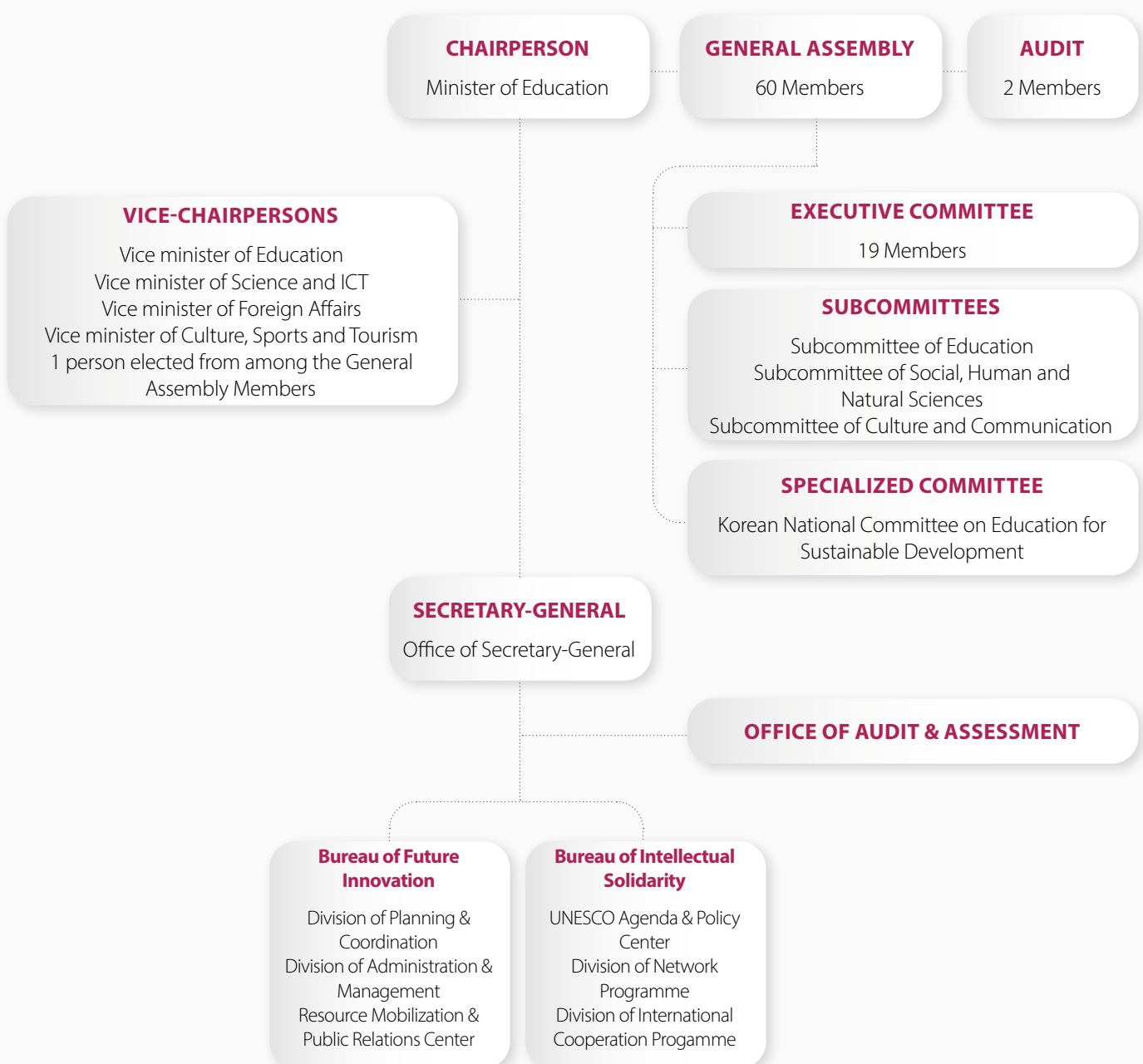
KOREAN National Commission for UNESCO

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.

Organizational chart:



SALOMON ISLANDS National Commission for UNESCO

Organizational chart:



SAMOA National Commission for UNESCO

Organizational chart:



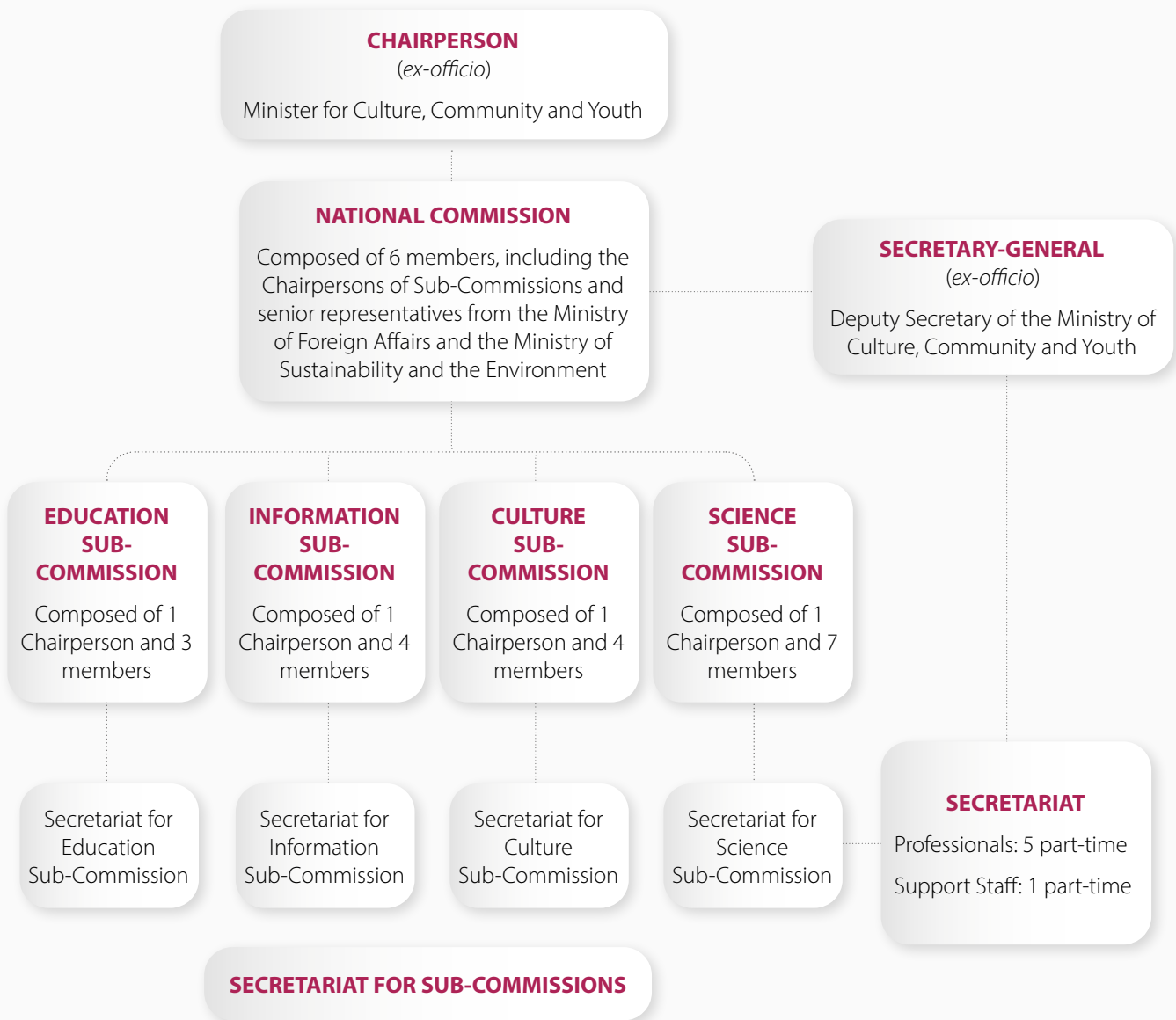
SINGAPORE National Commission for UNESCO

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.

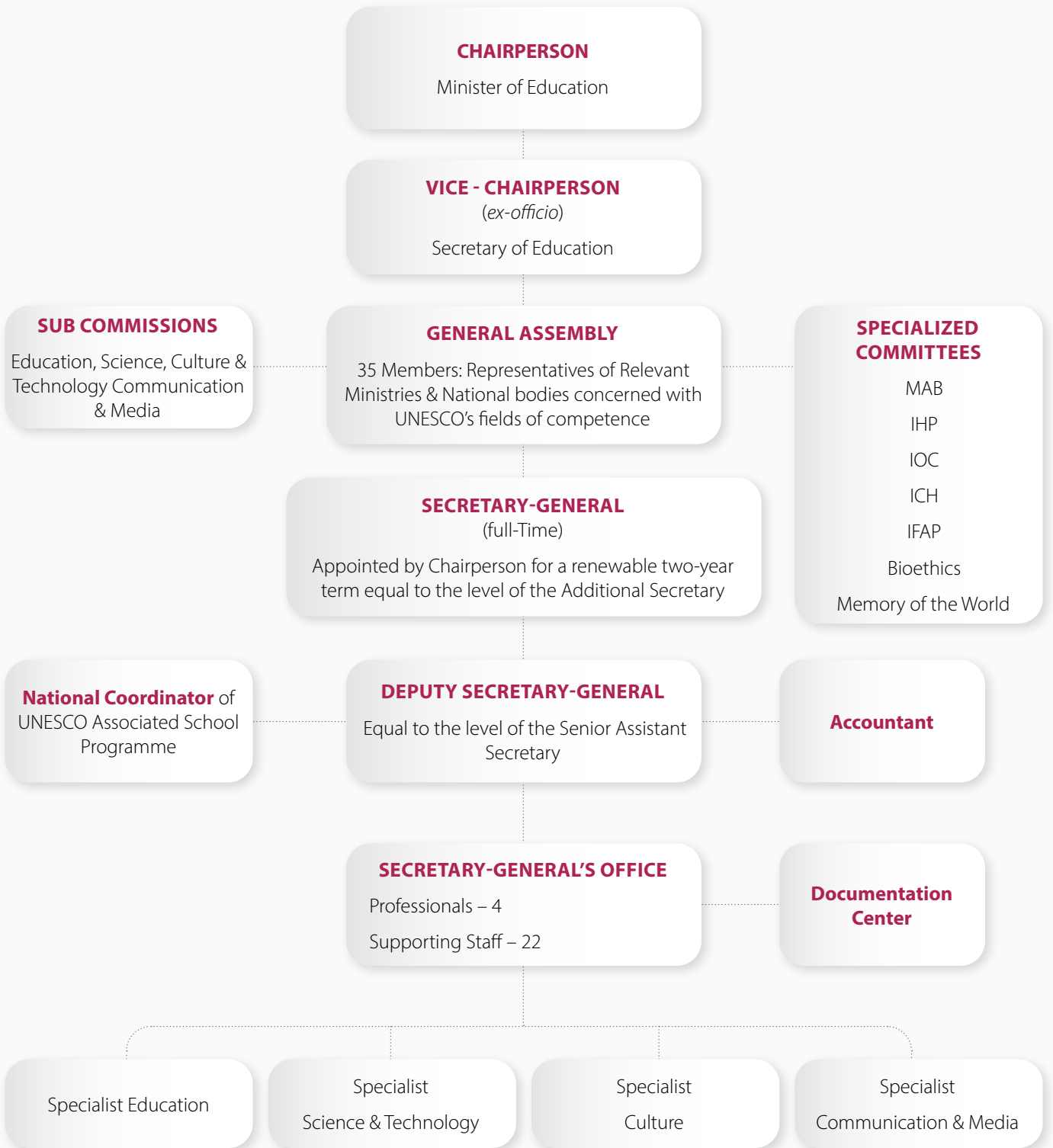
Budget: The budget of the National Commission is provided by the Government and covers operating costs, travels, staff salaries and implementation of activities. The National Commission does not raise extra-budgetary funds.

Organizational chart:



SRI LANKA National Commission for UNESCO

Organizational Chart:



TAJIKISTAN National Commission for UNESCO

Date of creation: 6 April 1993

Status: Governmental

Organizational chart:



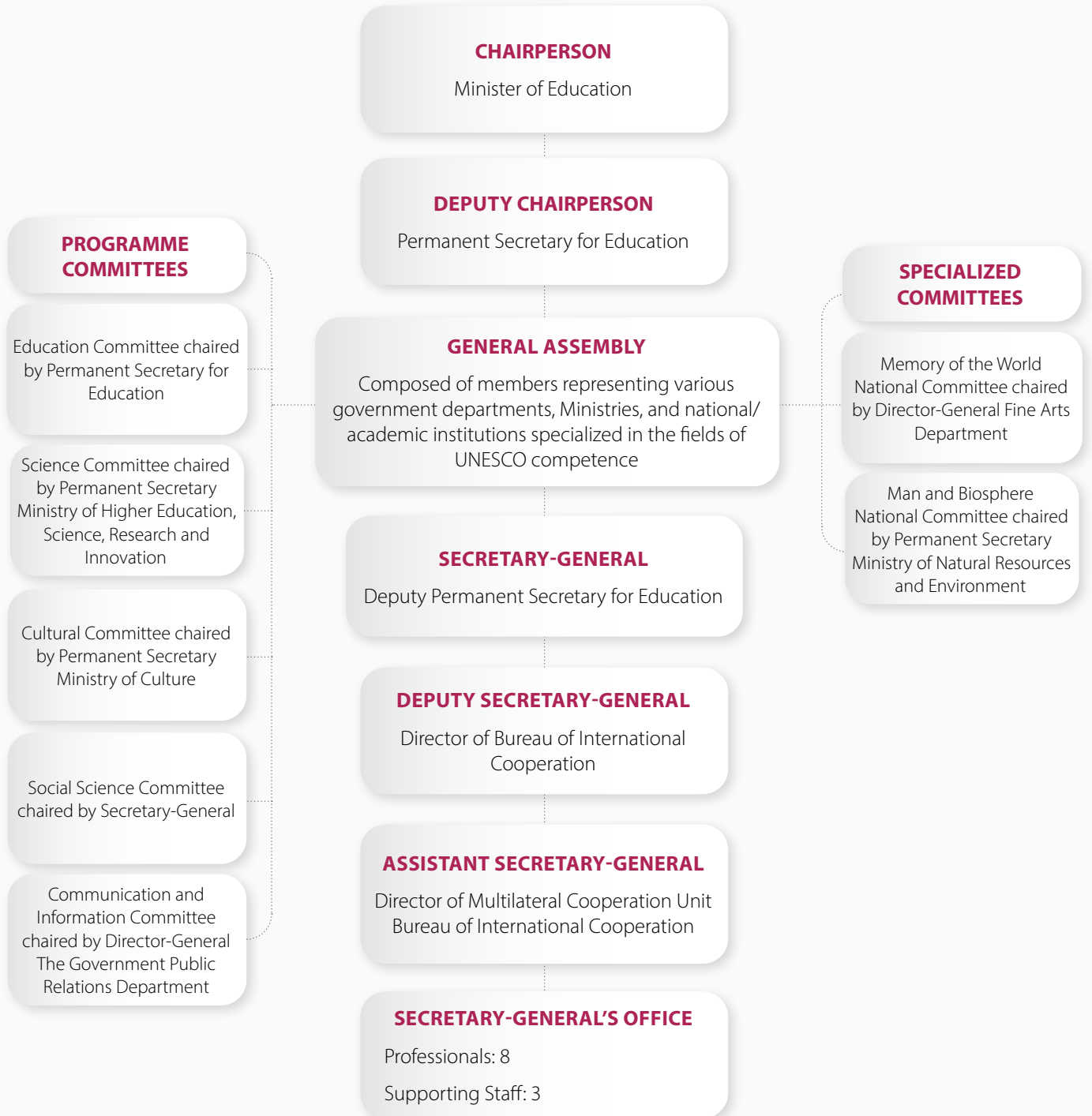
THAI National Commission for UNESCO

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:



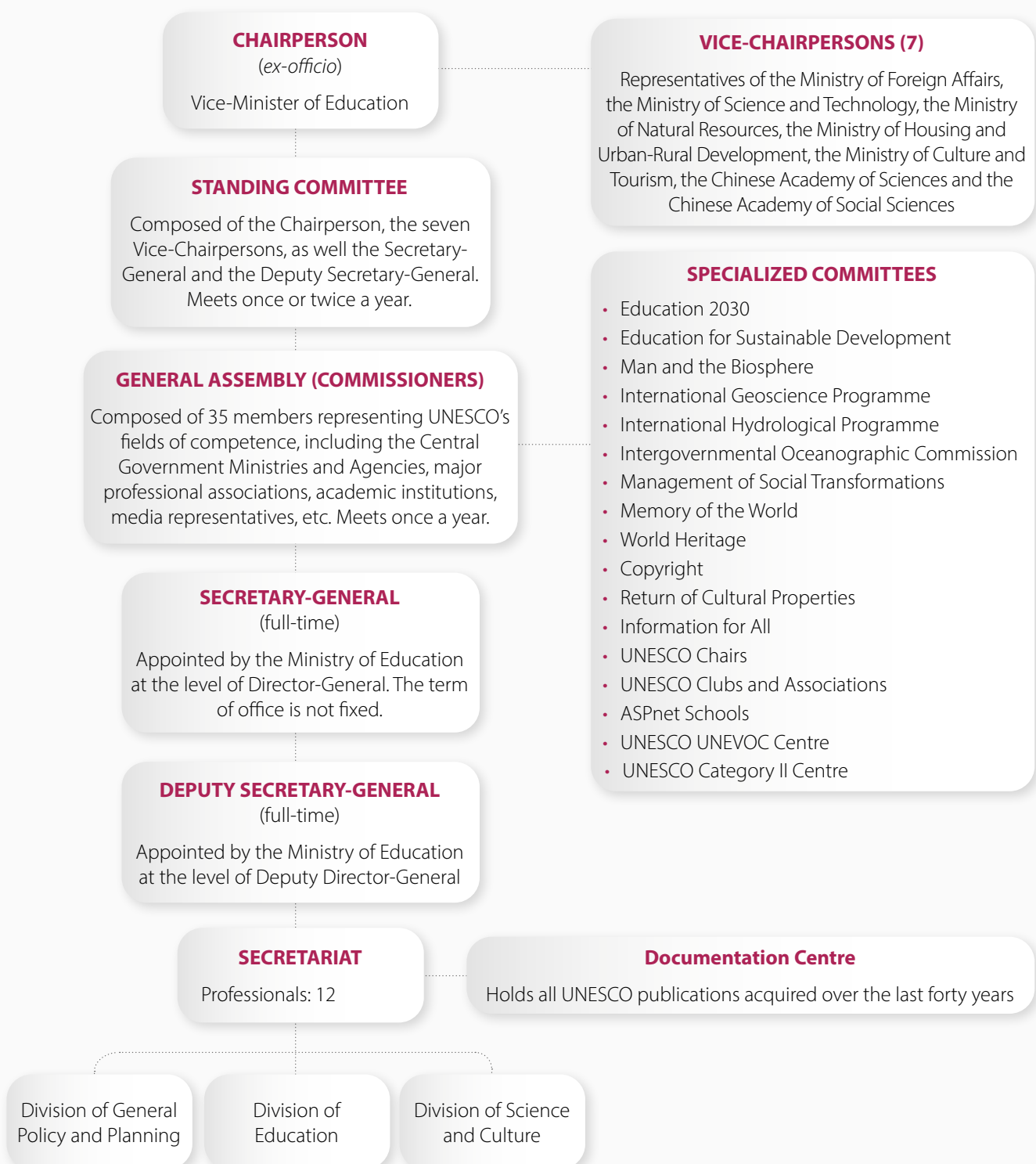
National Commission of THE PEOPLE'S REPUBLIC OF CHINA for UNESCO

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.

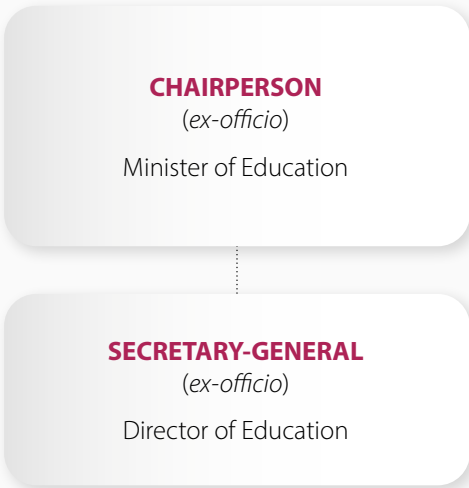
Budget: The budget of the Commission is provided by the Ministry of Education to cover operating costs and the implementations of some activities and publications. The Commission has its own bank account enabling it to make financial transactions.

Organizational chart:



TOKELAU National Commission for UNESCO

Organizational chart:



TONGA National Commission for UNESCO

Organizational chart:



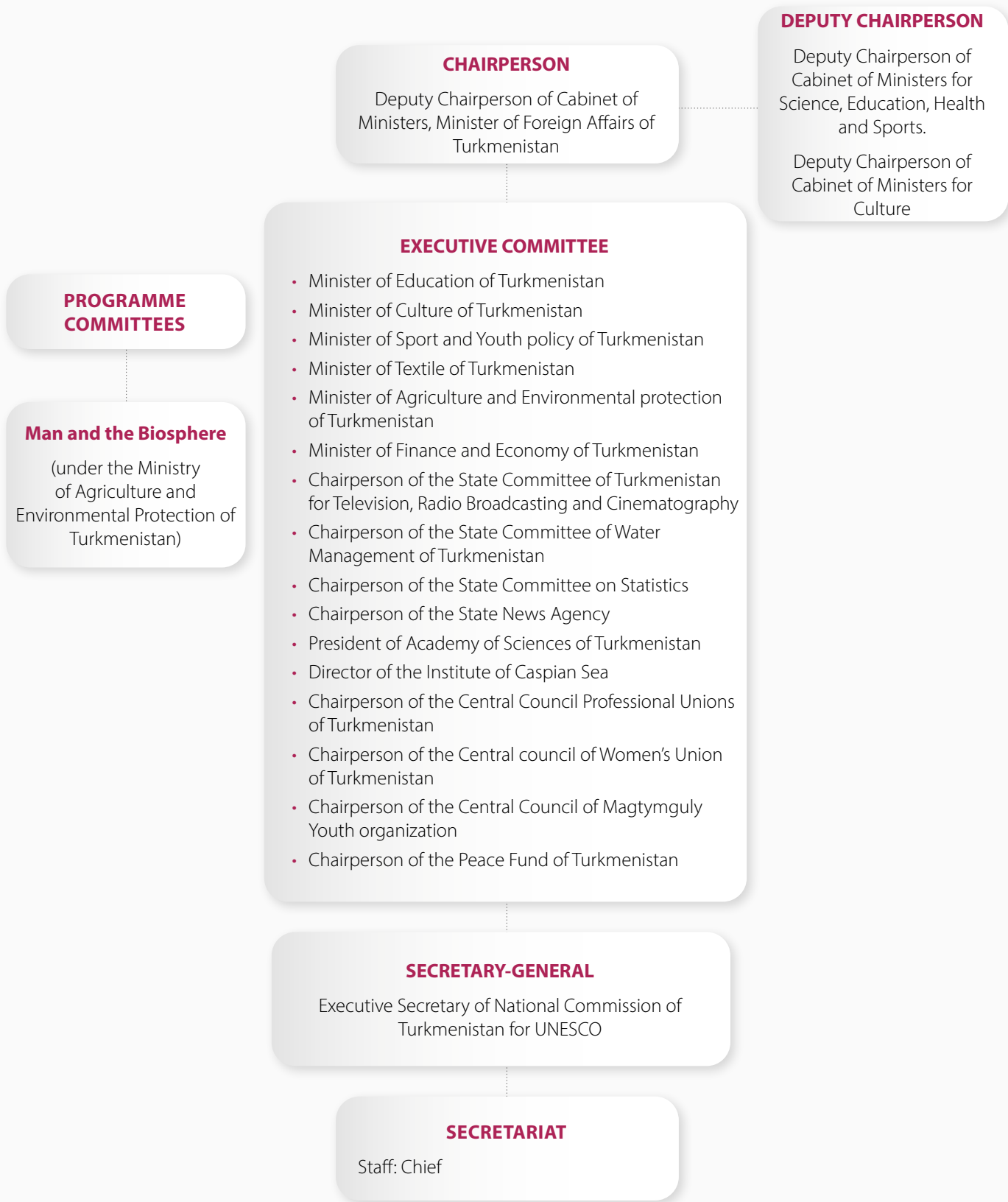
TURKMEN National Commission for UNESCO

Date of creation: 4 February 1997

Status: Governmental

Budget: State budget

Organizational Chart:



TUVALU National Commission for UNESCO

Organizational chart:



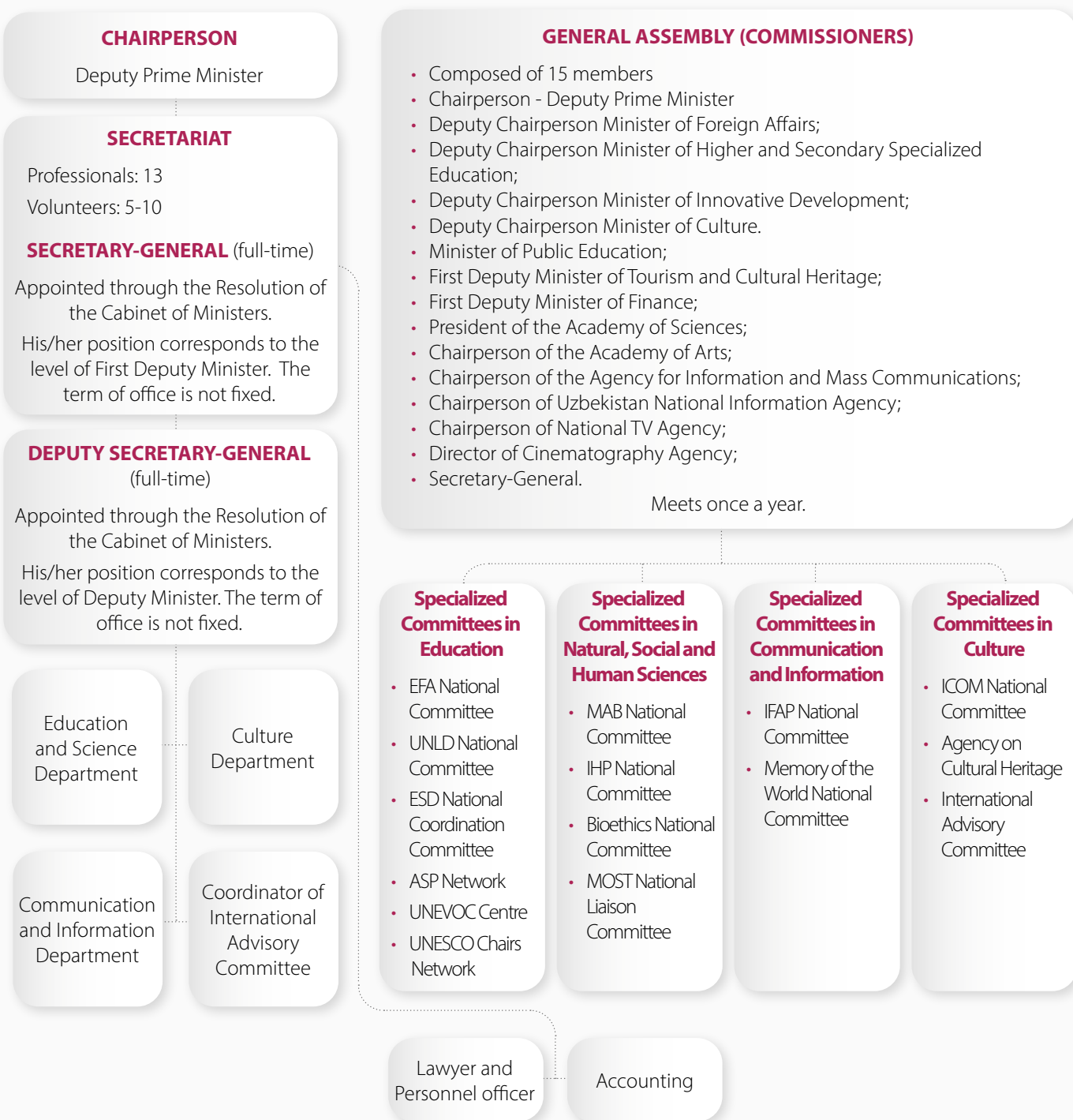
National Commission of the REPUBLIC OF UZBEKISTAN for UNESCO

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:



VANUATU National Commission for UNESCO

127

Organizational chart:



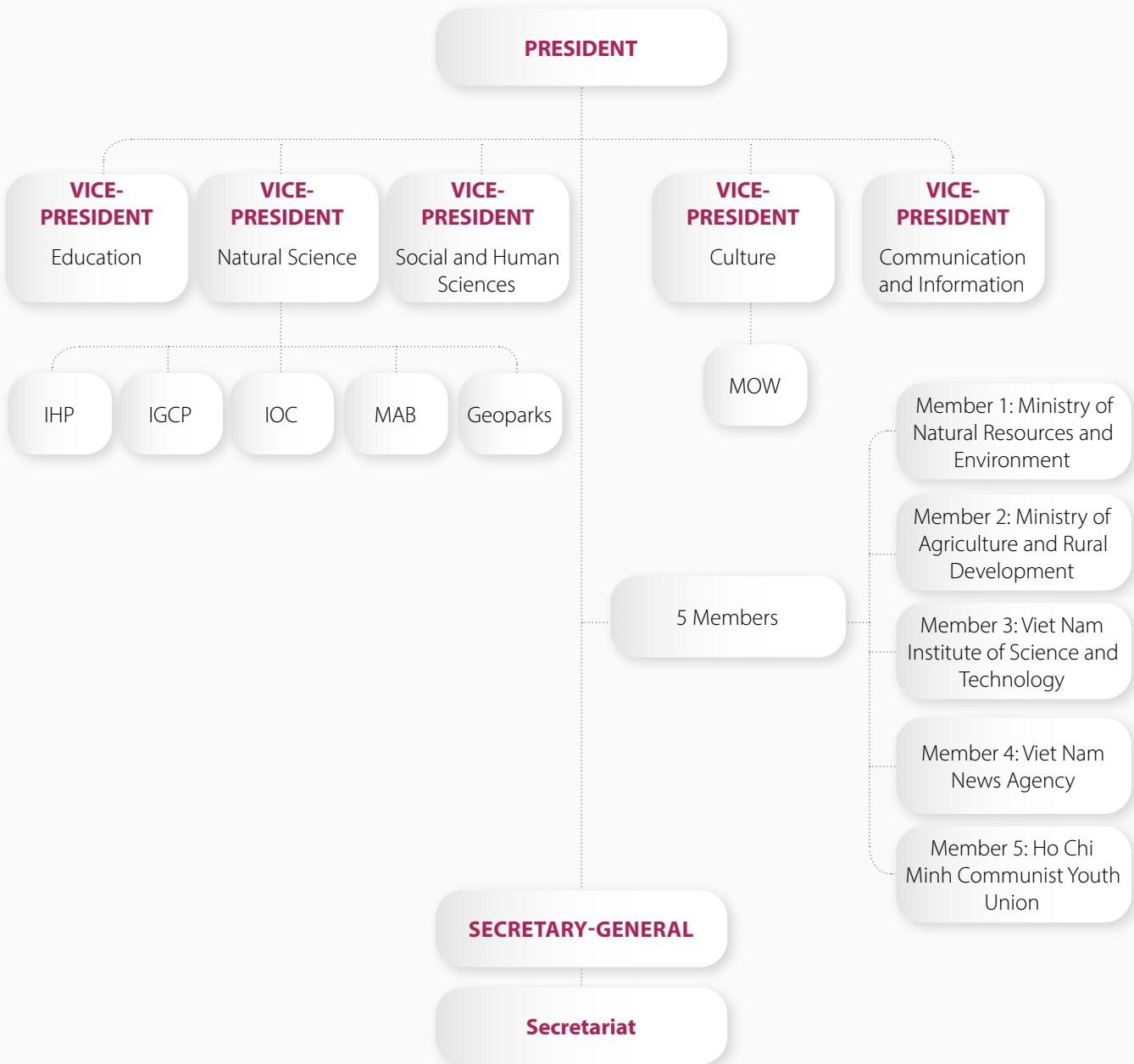
VIET NAM National Commission for UNESCO

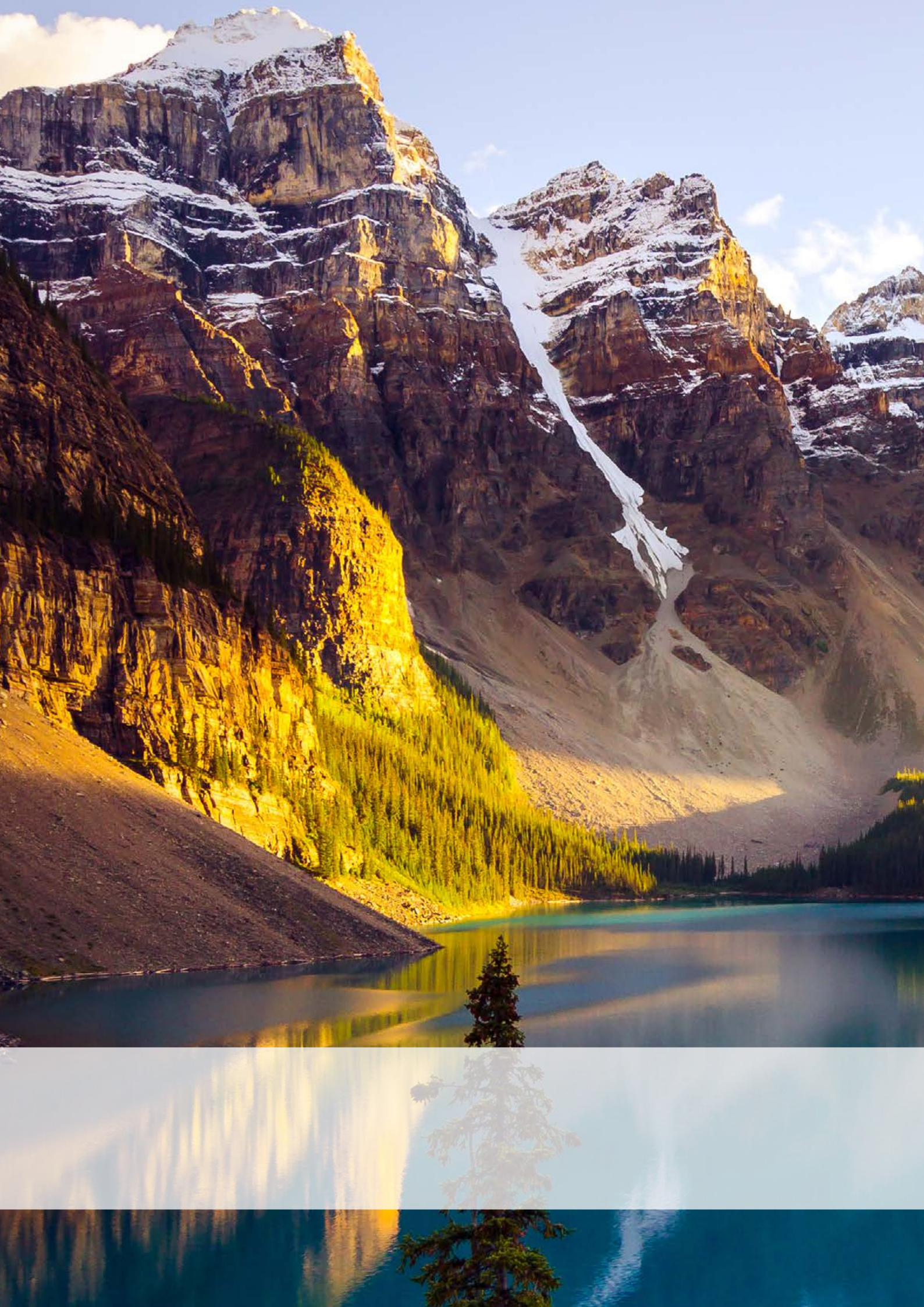
Date of creation: 15 June 1977

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.

Organizational chart:







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:



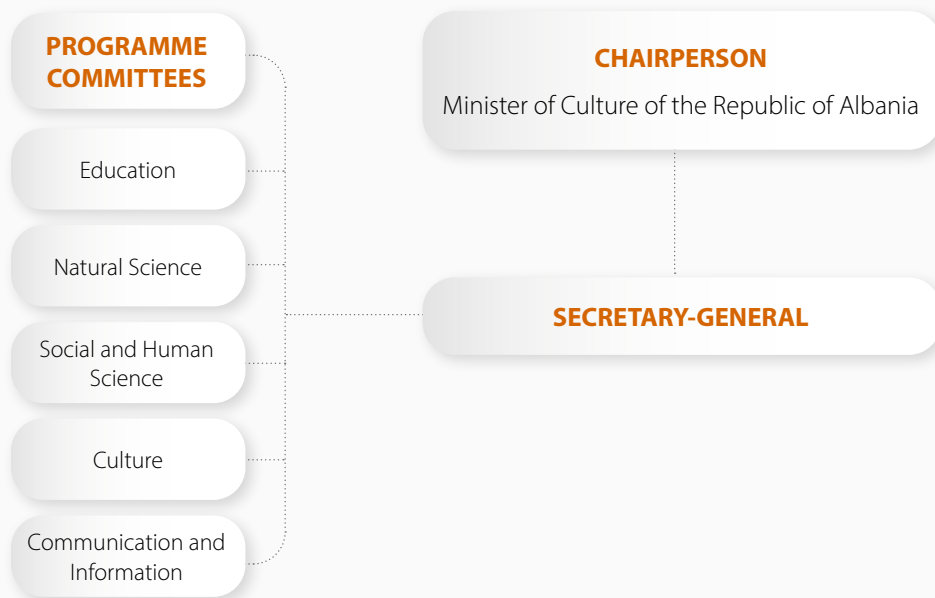
ALBANIAN National Commission for UNESCO

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.



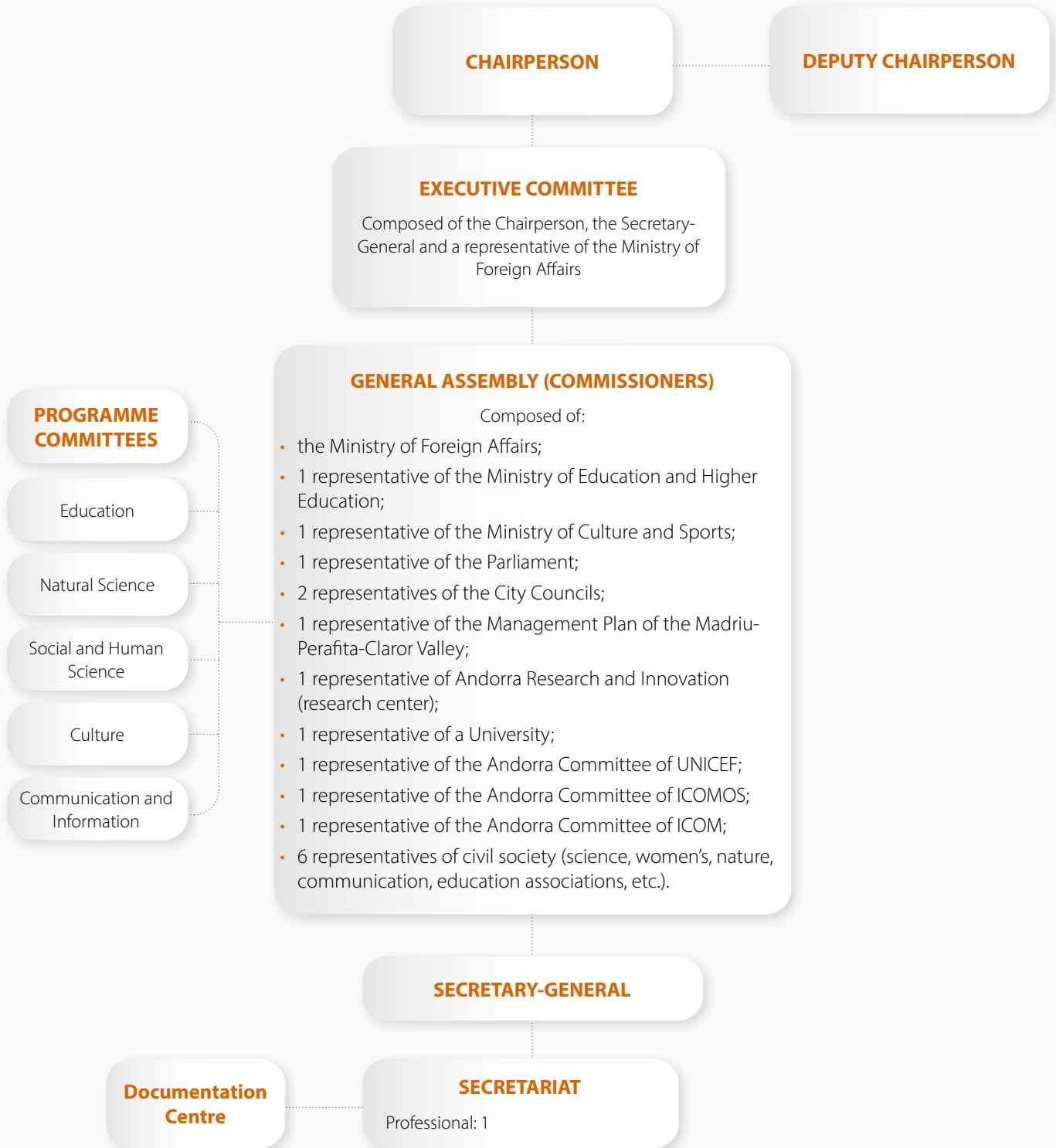
ANDORRAN National Commission for UNESCO

Date of creation: 28 February 1996

Status: Governmental

Budget: 101,238 EUR

Organizational chart:



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:



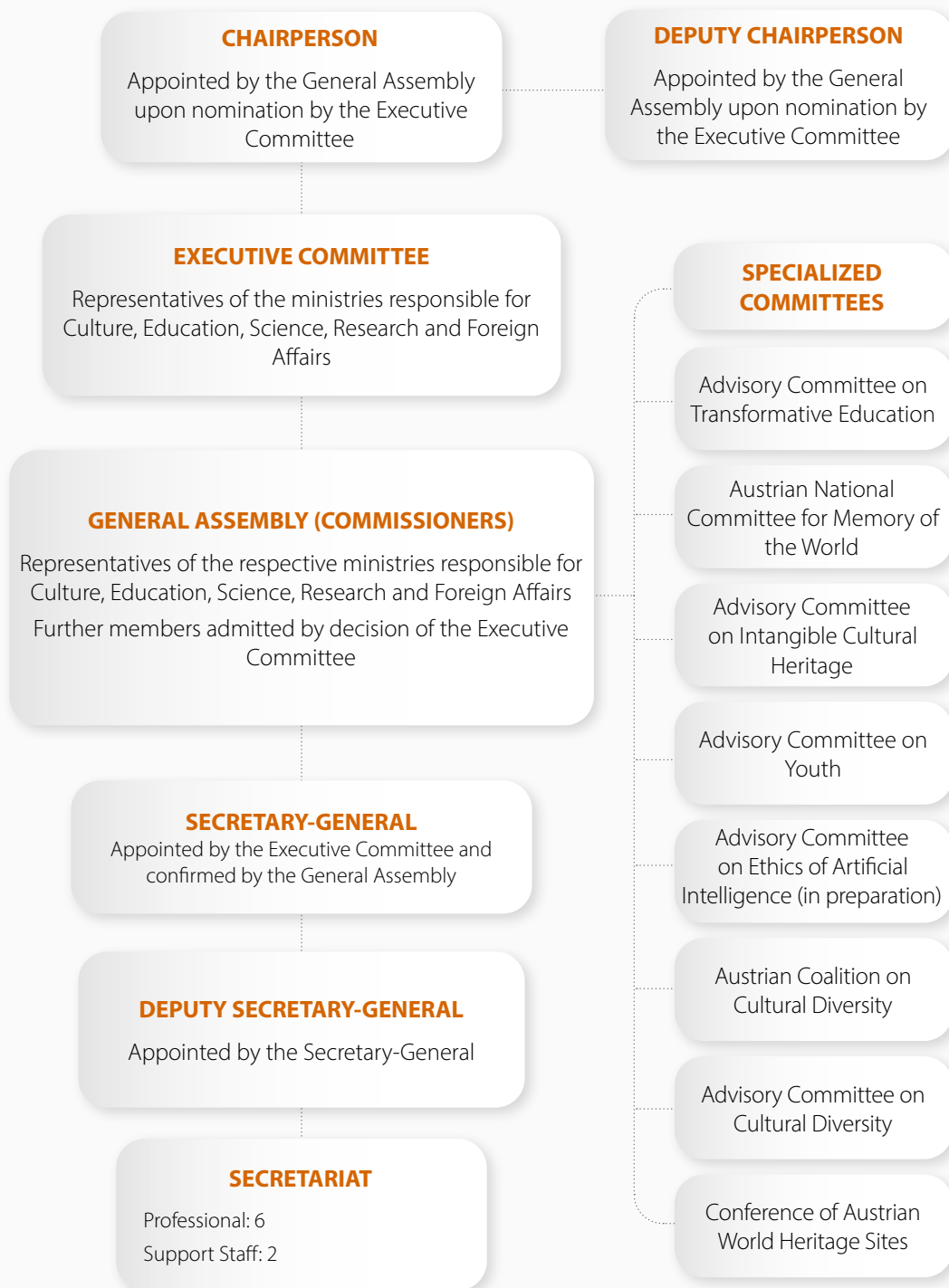
AUSTRIAN Commission for UNESCO

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.

Organizational chart:



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:



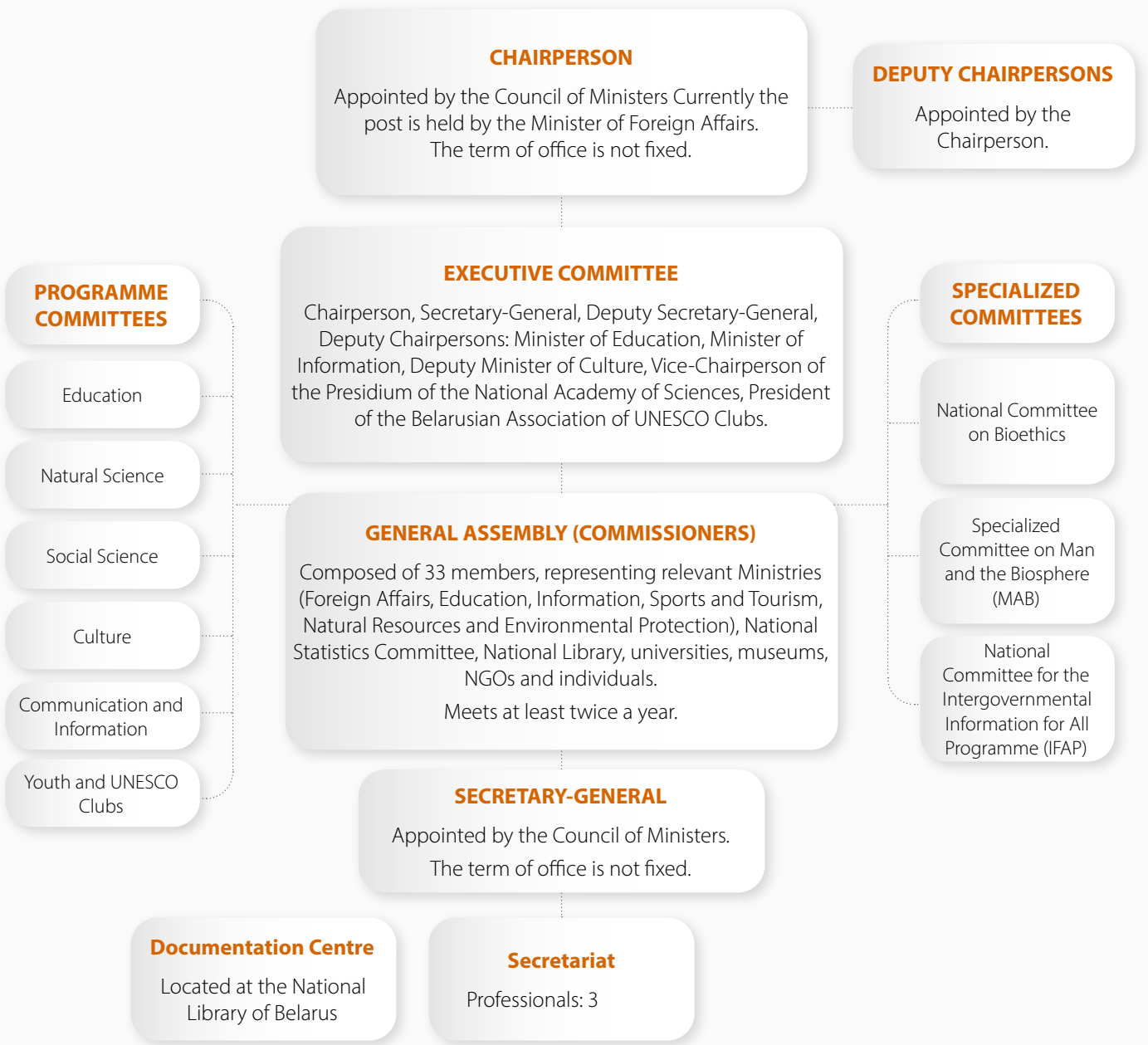
National Commission of the REPUBLIC OF BELARUS for UNESCO

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:



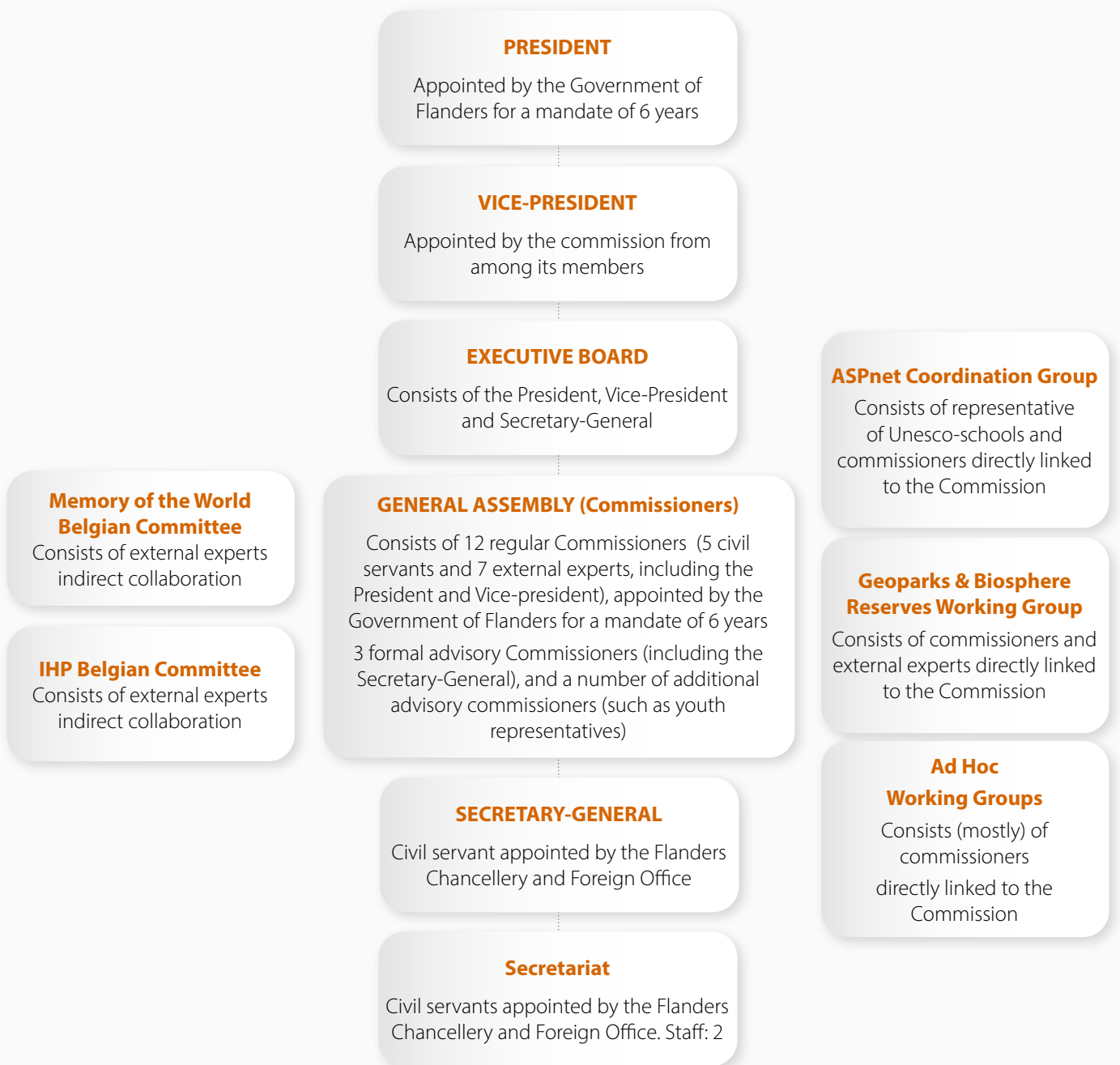
FLEMISH Commission for UNESCO

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:



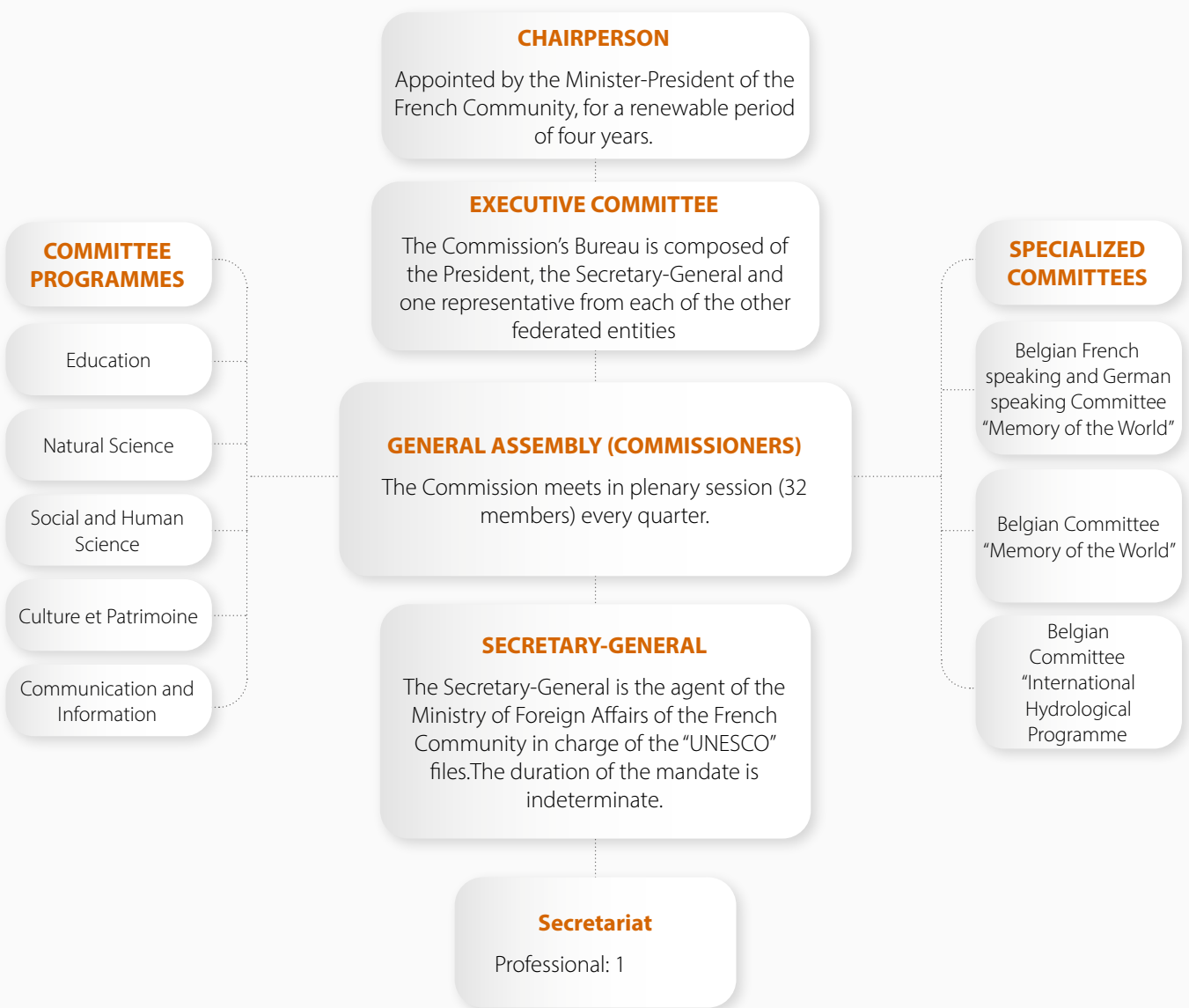
BELGIAN French speaking and German speaking Commission for UNESCO

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.

Organizational chart:



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:



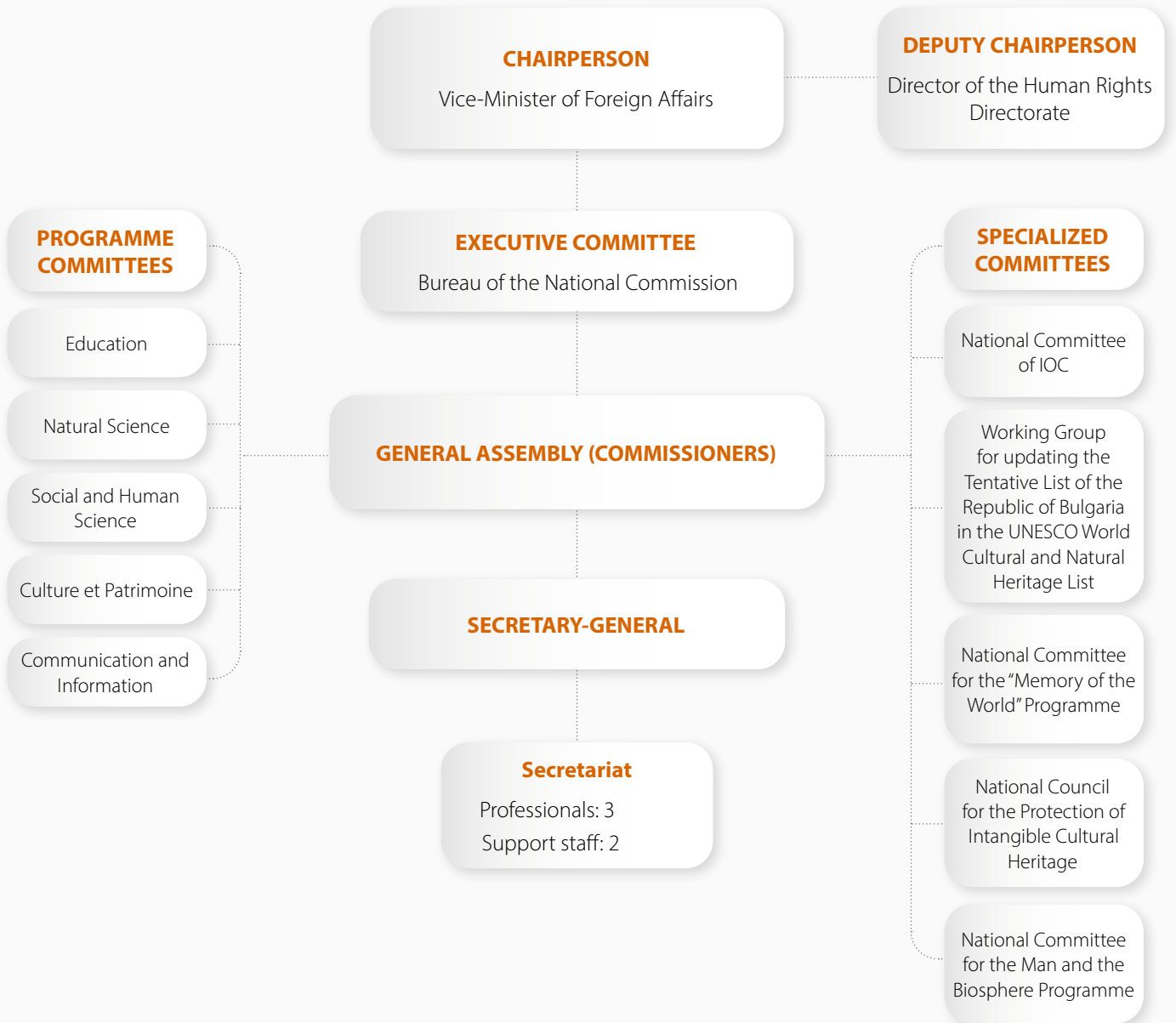
National Commission of the REPUBLIC OF BULGARIA for UNESCO

Date of creation: 17 May 1956

Status: Governmental

Budget: 100,000 USD

Organizational chart:



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:



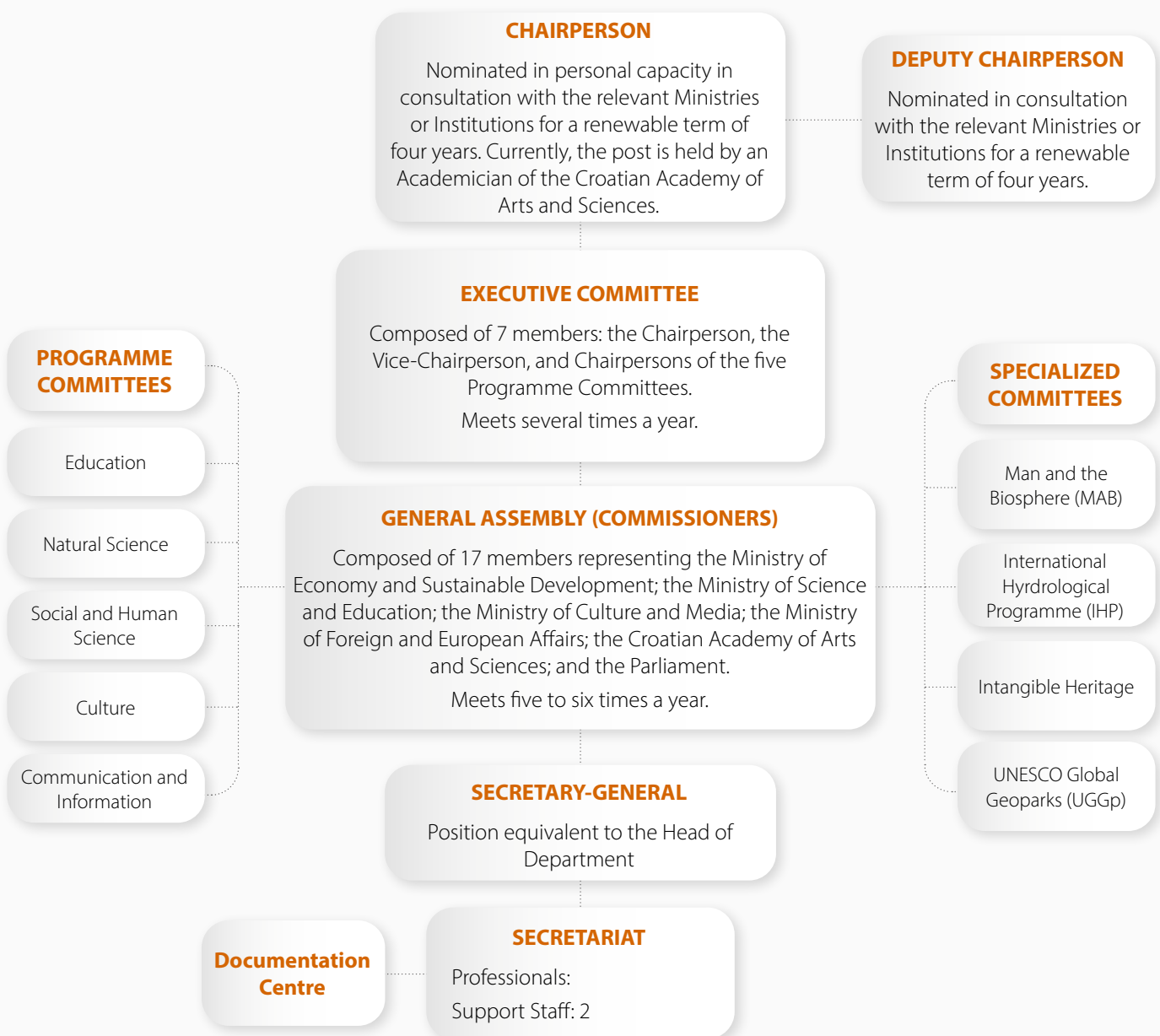
CROATIAN Commission for UNESCO

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.

Organizational chart:



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:



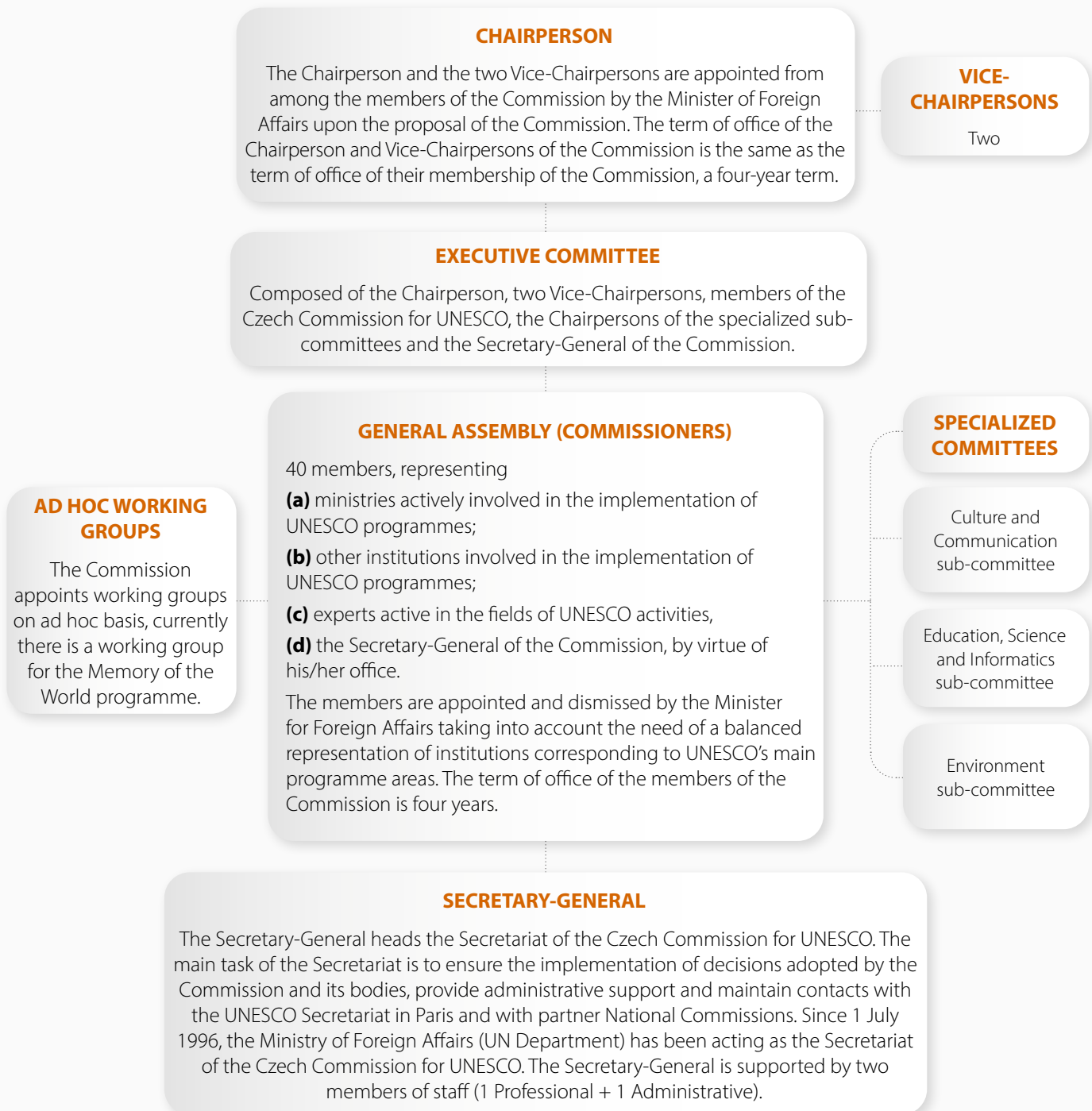
CZECH National Commission for UNESCO

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:



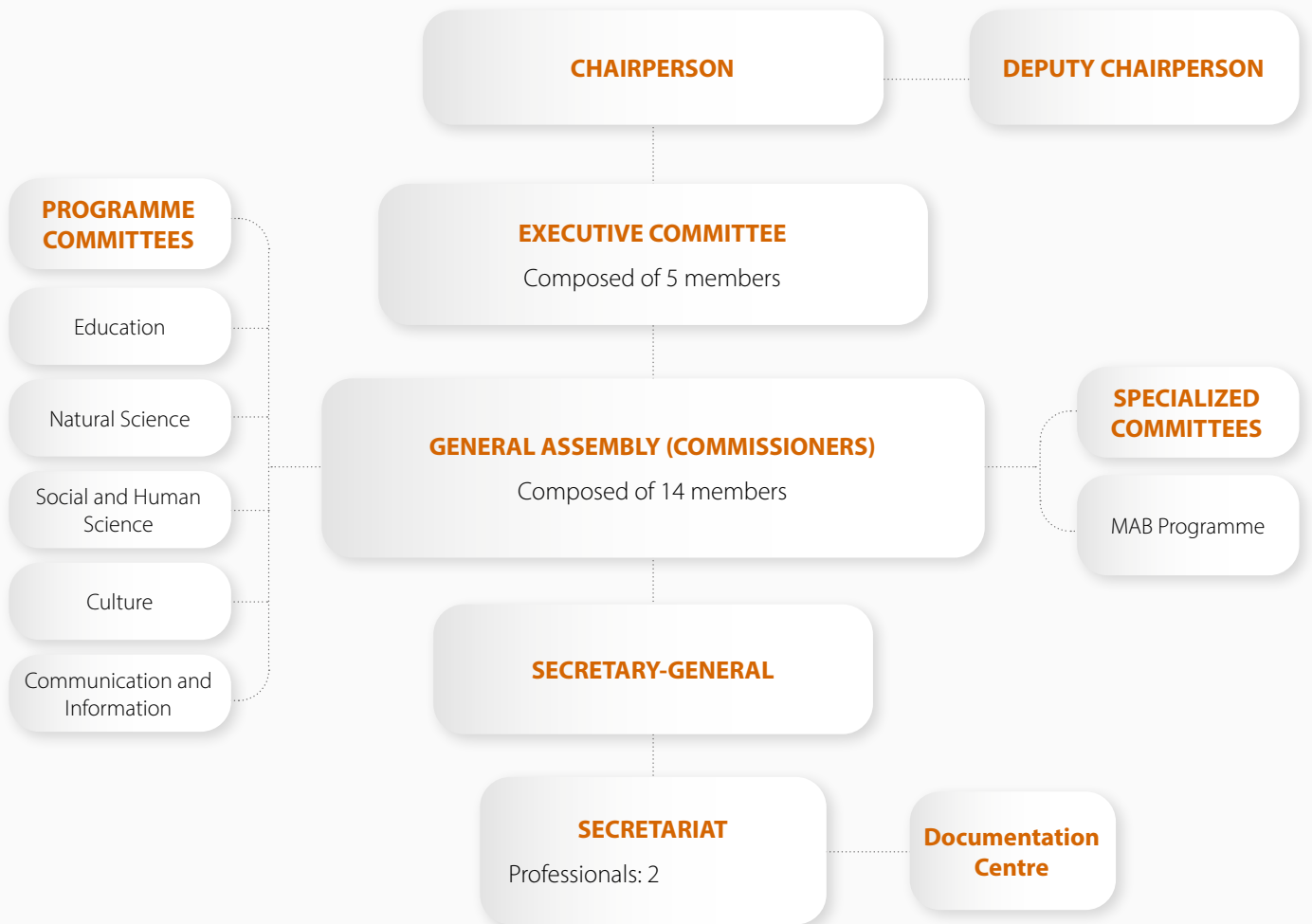
DANISH National Commission for UNESCO

Date of creation: 4 November 1946

Status: Governmental

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

Organizational chart:



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:



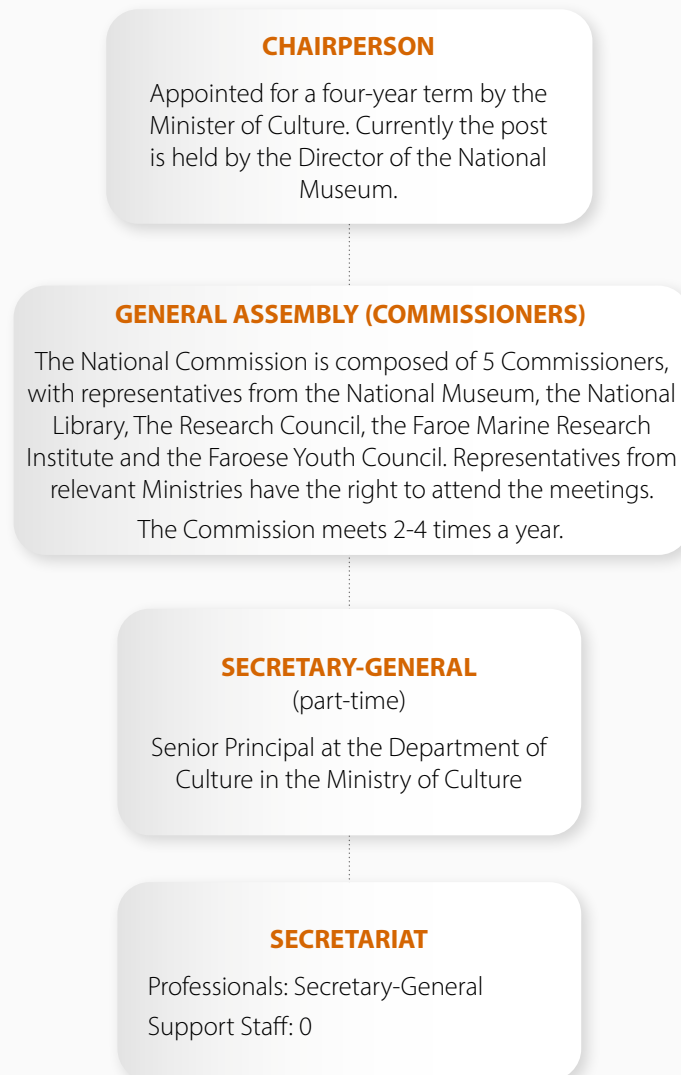
FAROESE National Commission for UNESCO

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:



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:



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 :

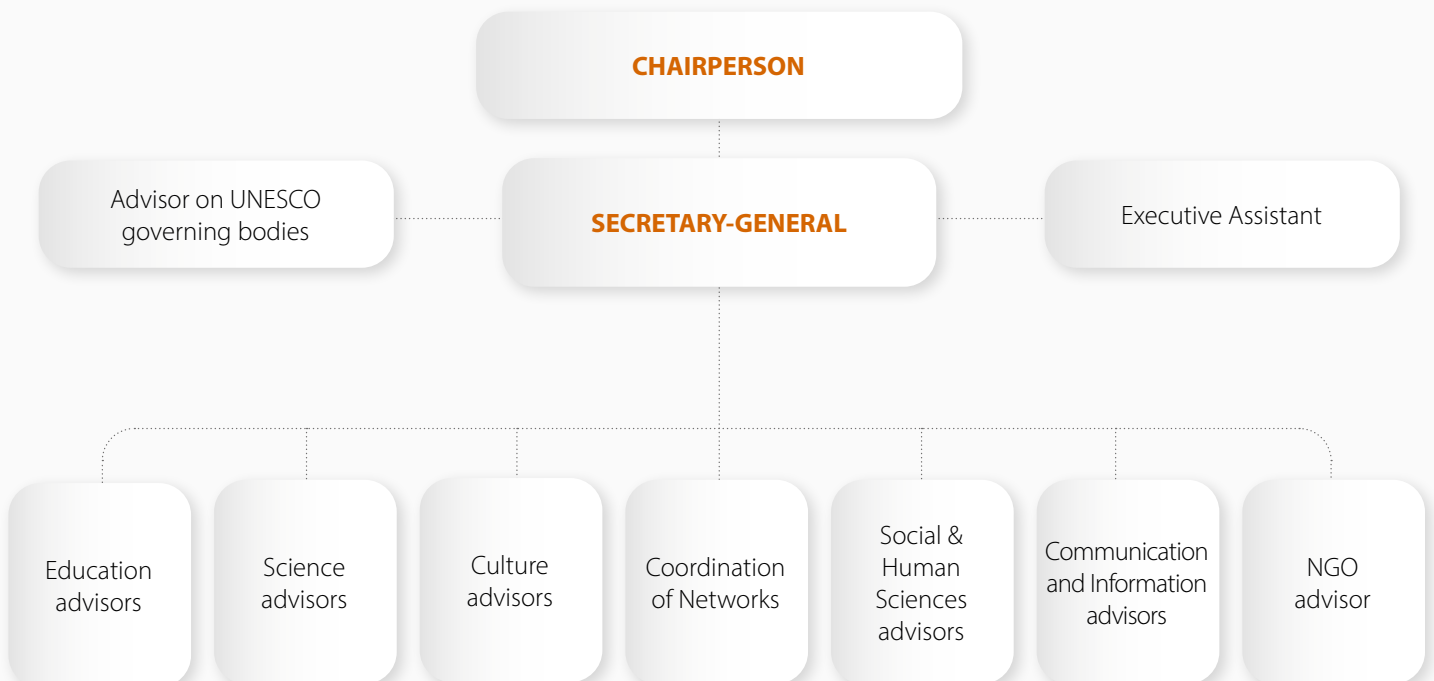
a Board of Directors :

- 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.

Organizational chart:

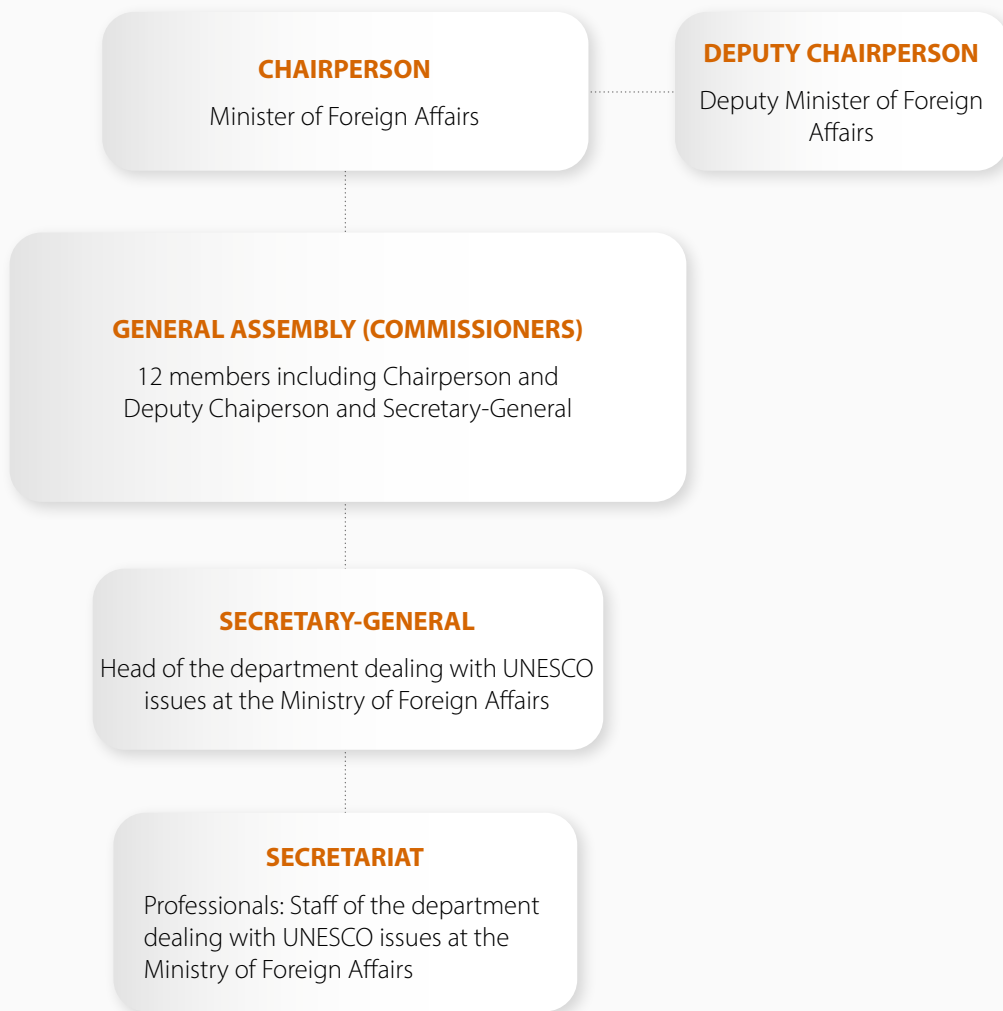


GEORGIAN National Commission for UNESCO

Date of creation: 1992

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

Organizational chart:



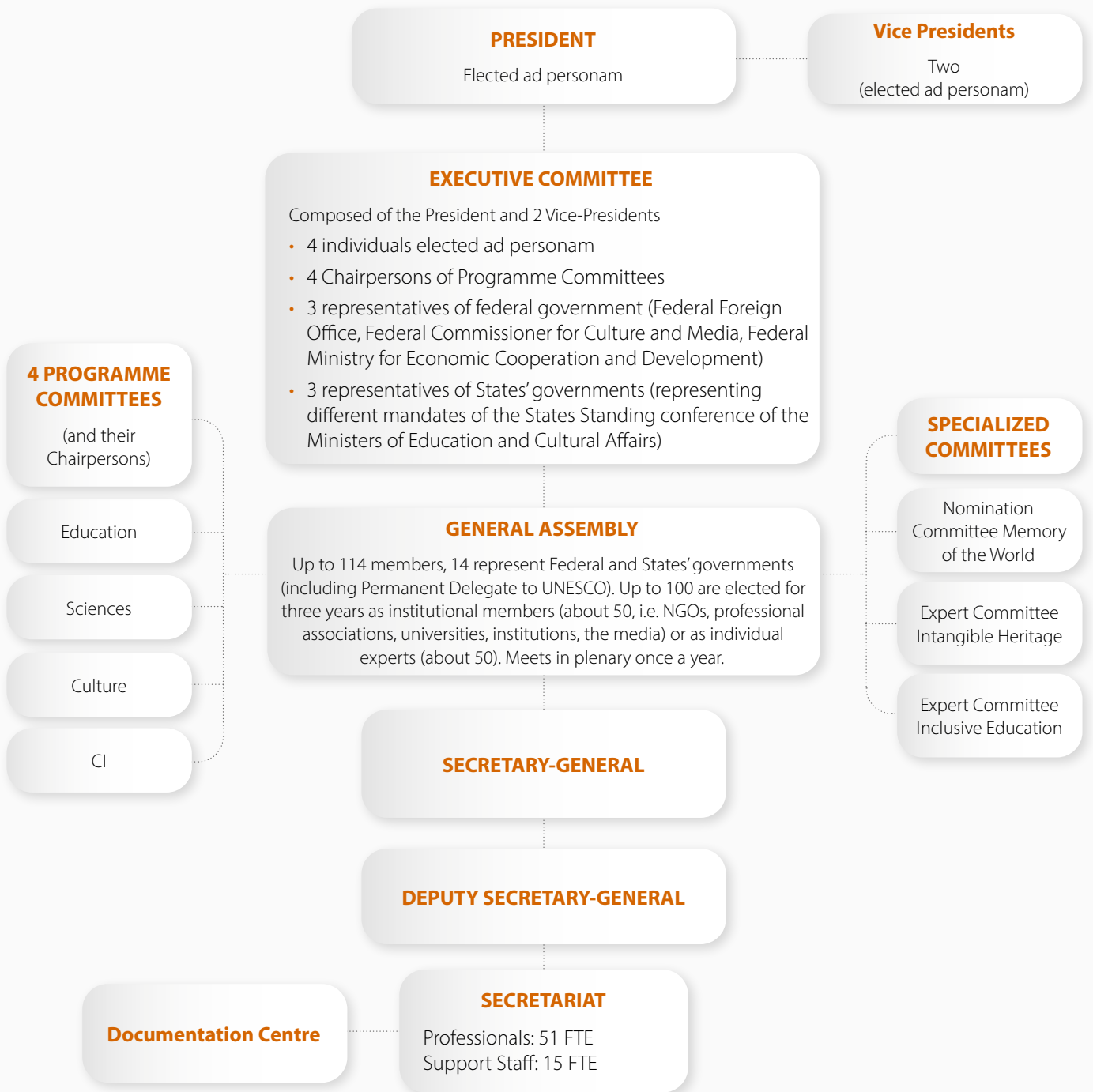
GERMAN Commission for UNESCO

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

Organizational chart:



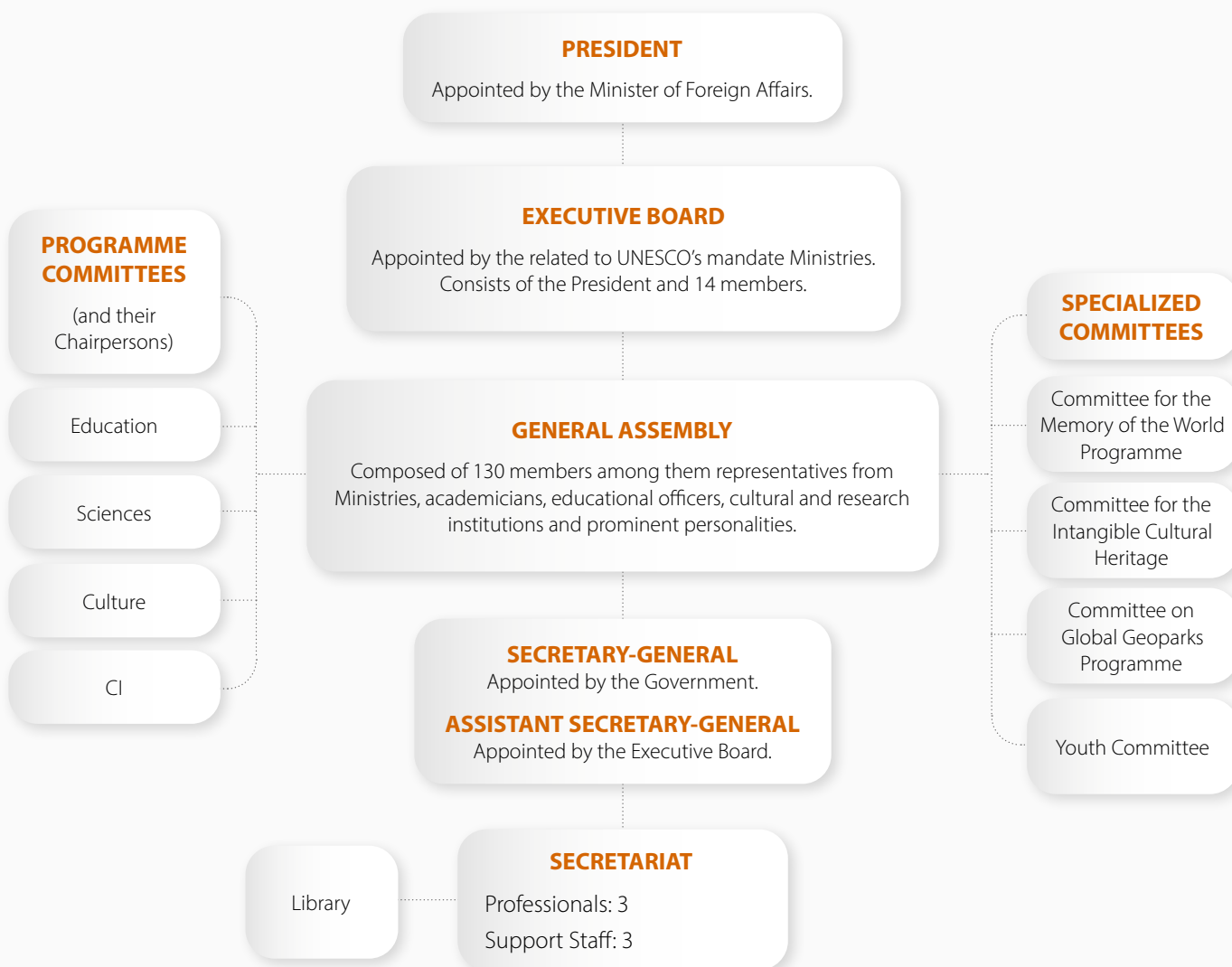
HELLENIC National Commission for UNESCO

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.

Organizational chart:



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:



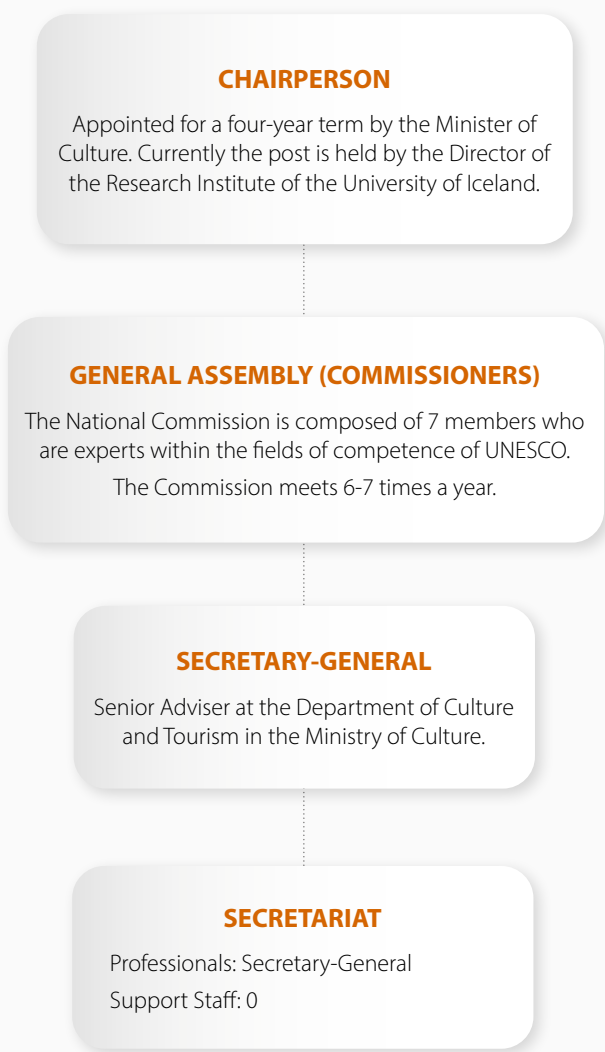
ICELANDIC National Commission for UNESCO

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:



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:



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.

Organizational chart:



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.

Organizational chart:



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.

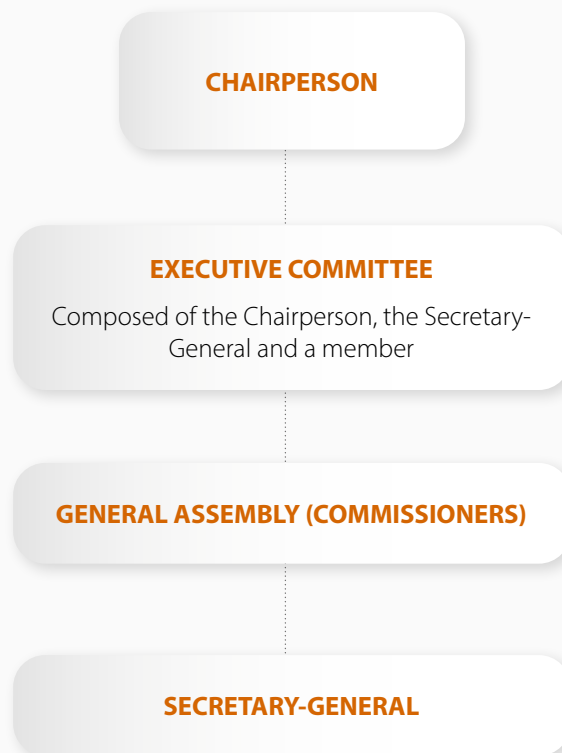
MALTESE National Commission for UNESCO

Date of creation: 1965

Status: Semi-governmental.

Budget: 50,000 EUR.

Organizational chart:



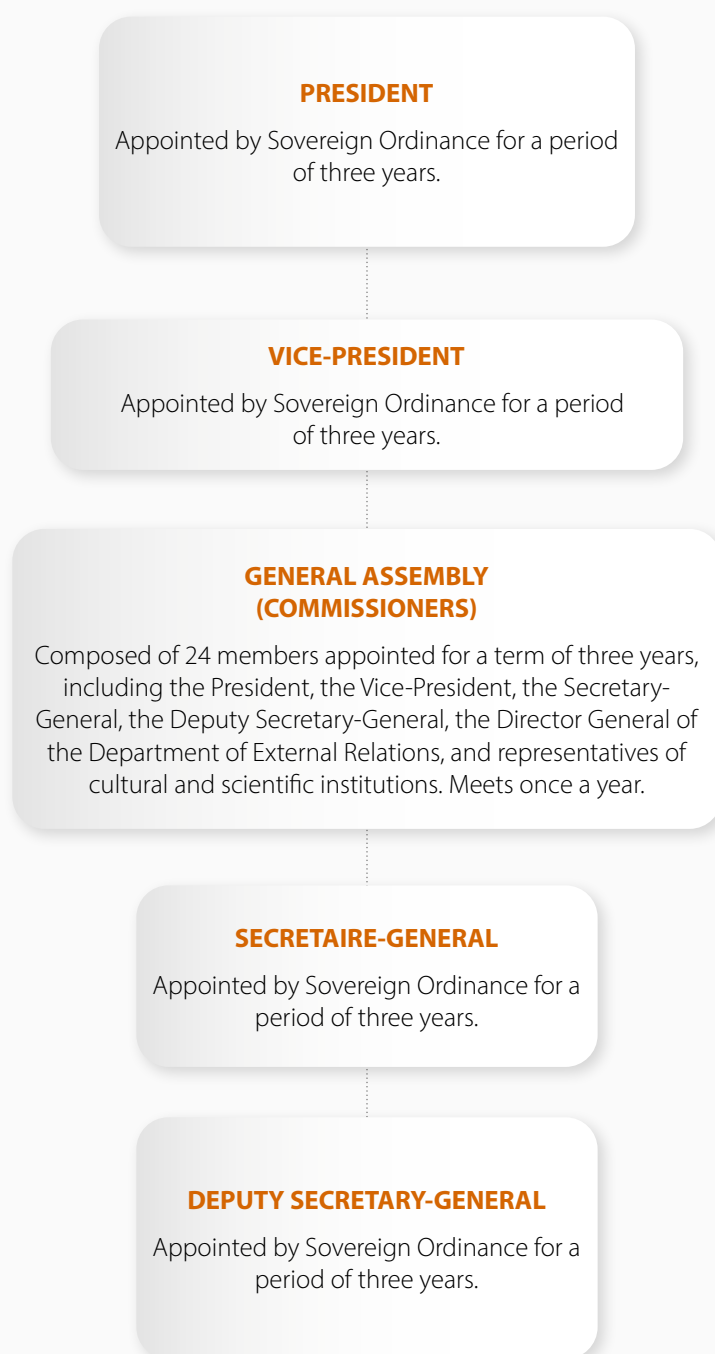
MONEGASQUE National Commission for UNESCO

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:



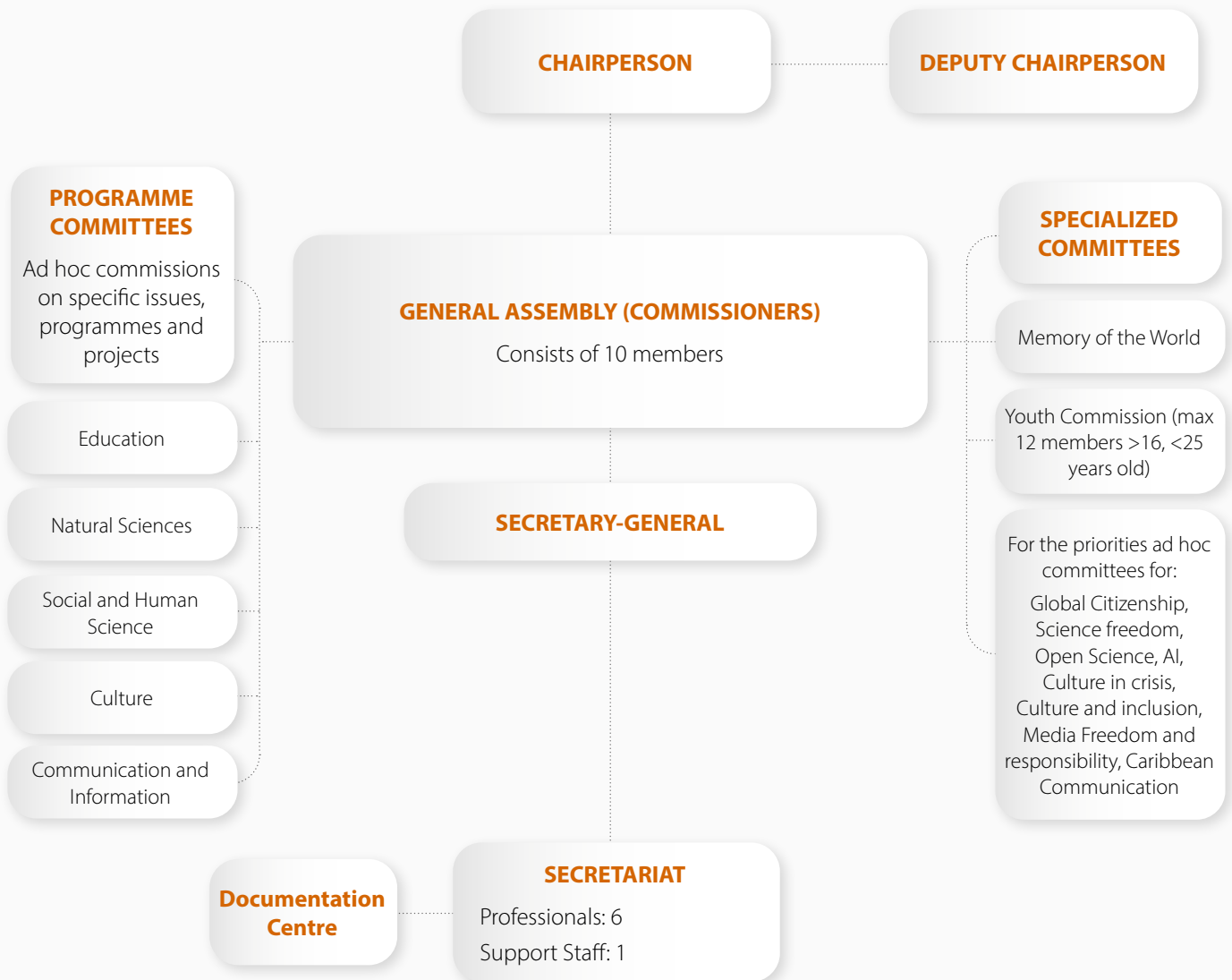
NETHERLANDS National Commission for UNESCO

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

Organizational chart:



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:



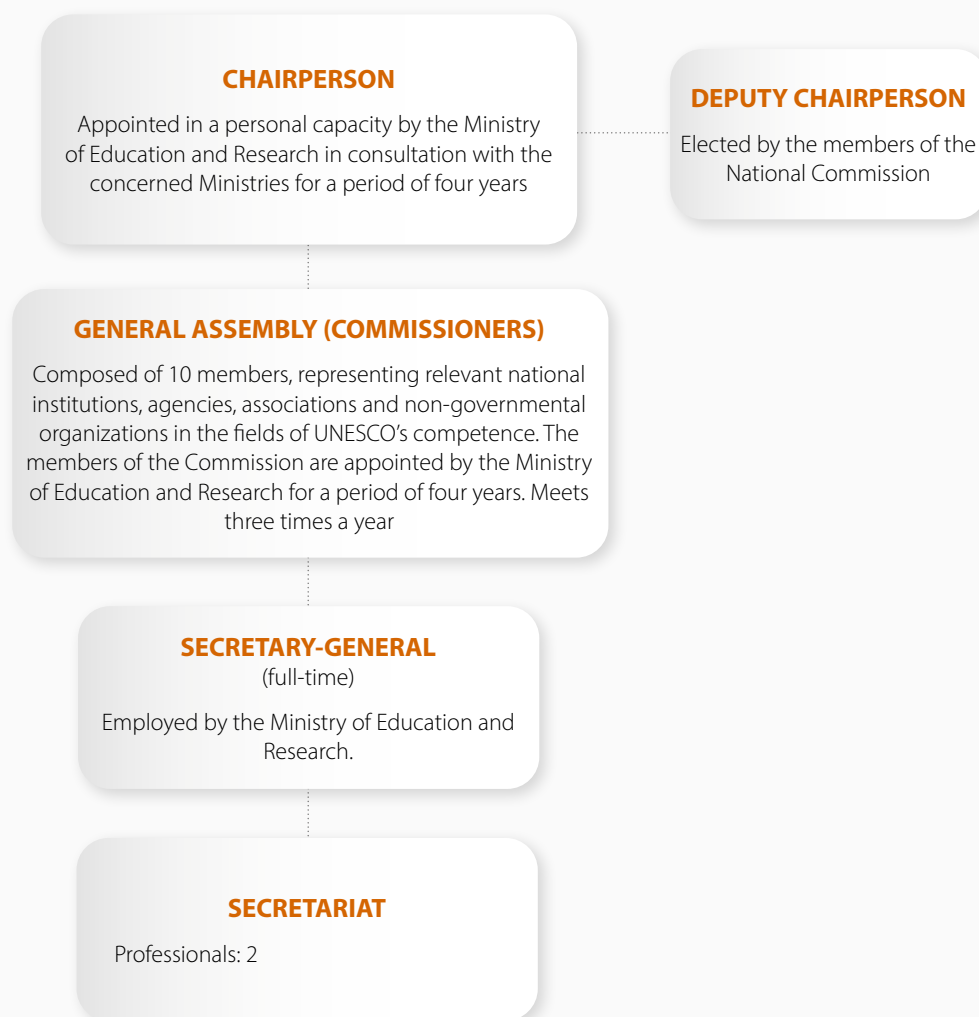
NORWEGIAN National Commission for UNESCO

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:



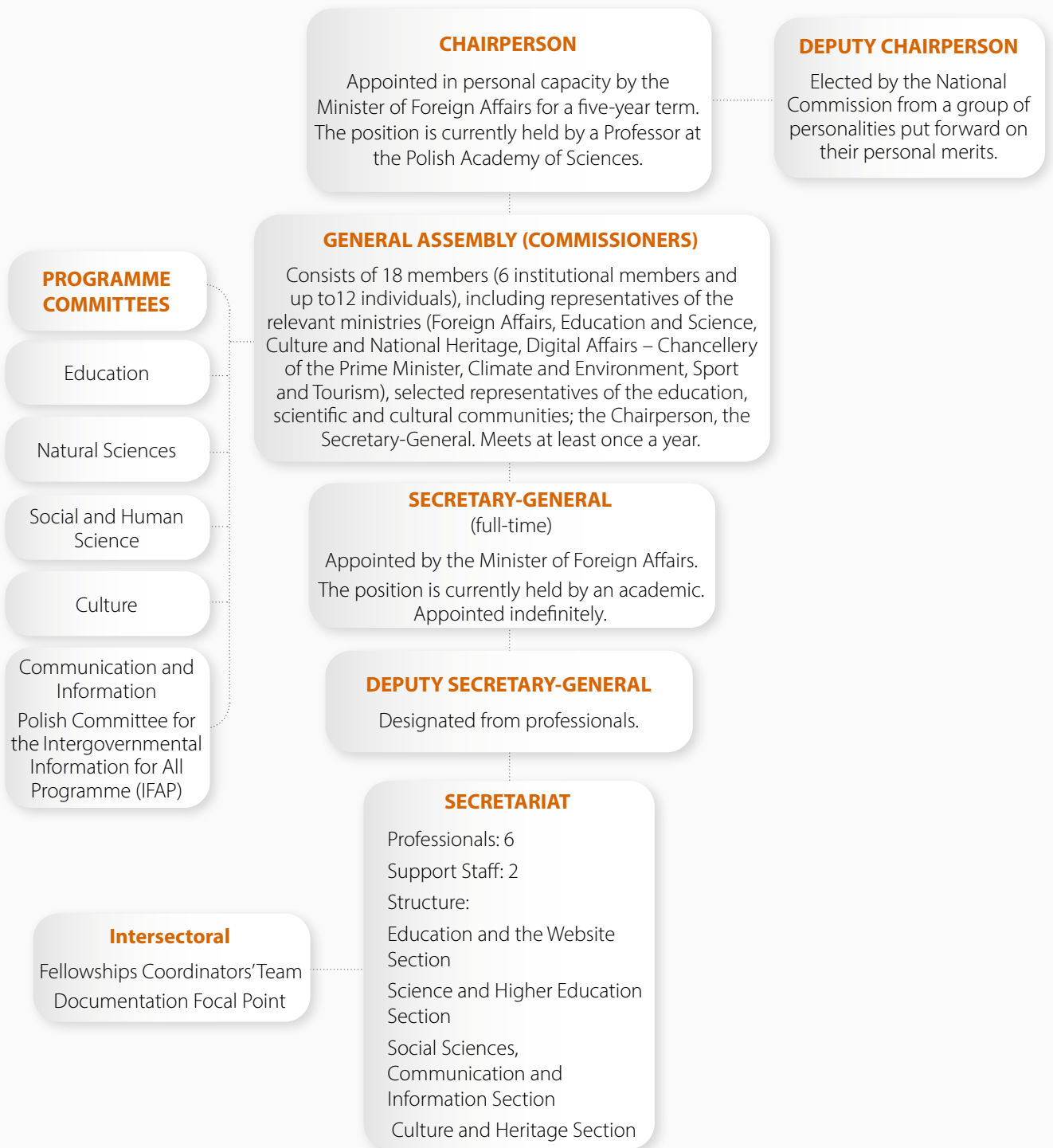
POLISH National Commission for UNESCO

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:



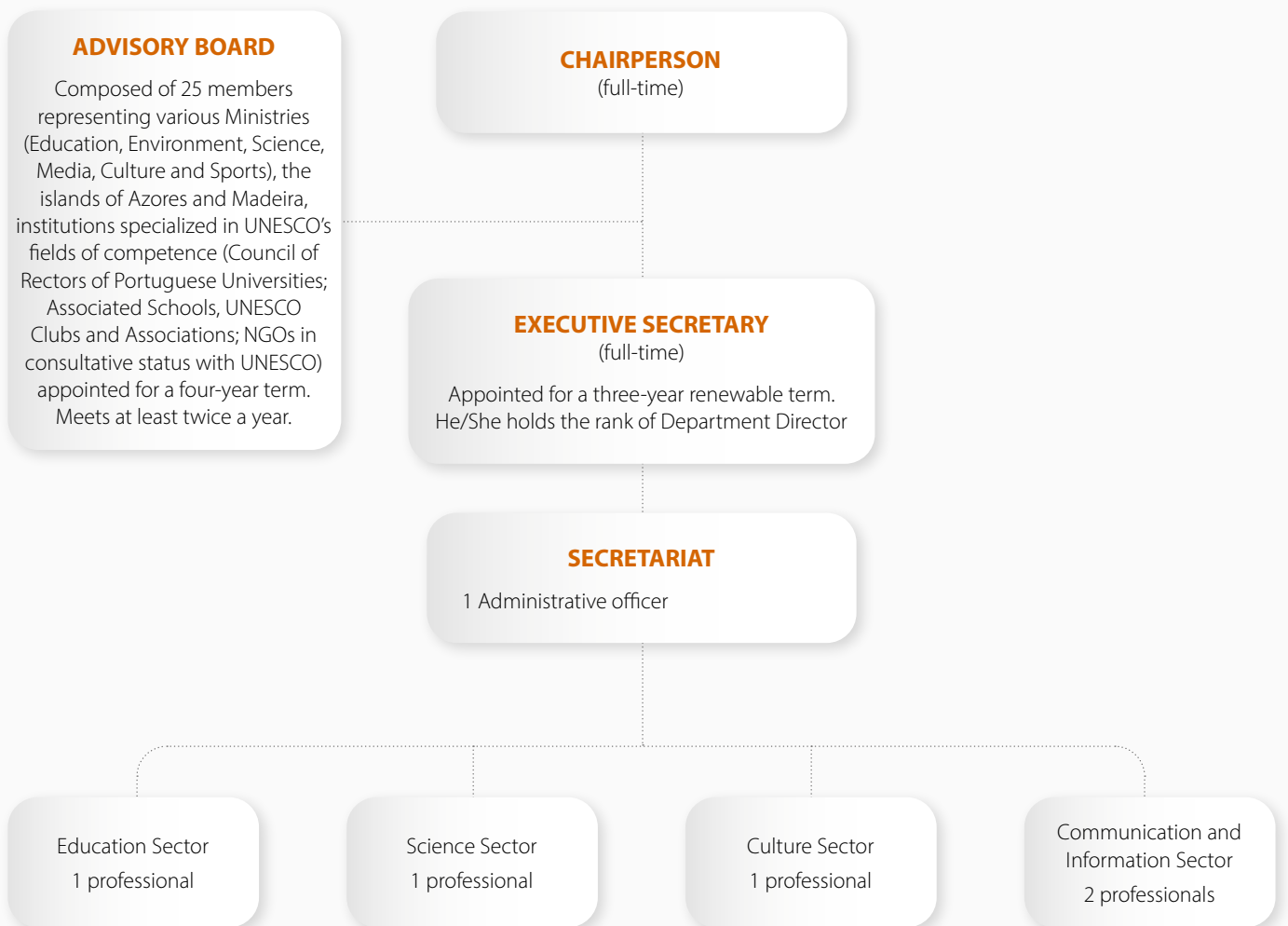
PORTUGUESE National Commission for UNESCO

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.

Organizational chart:



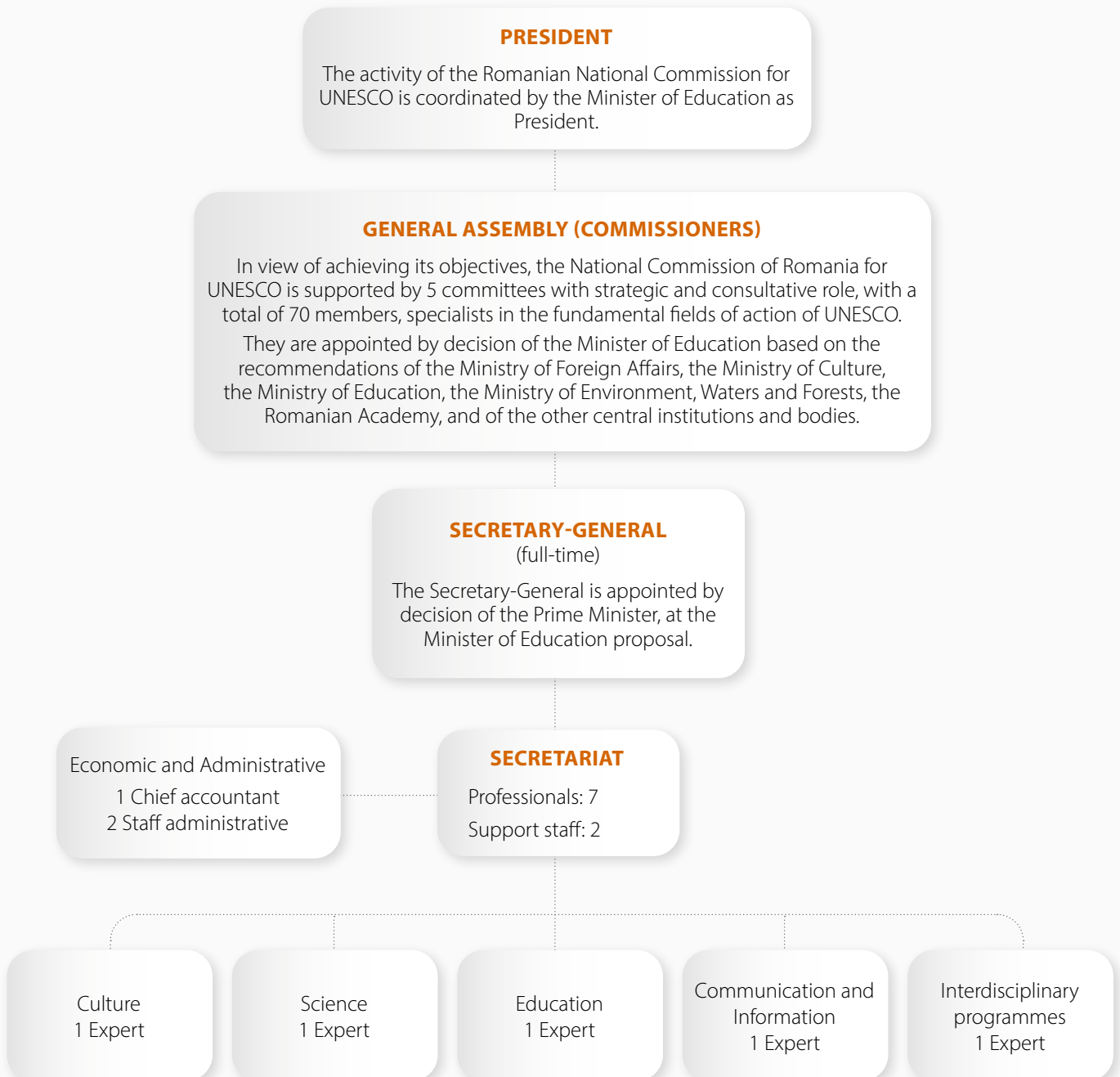
National Commission of ROMANIA for UNESCO

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 Commission 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:



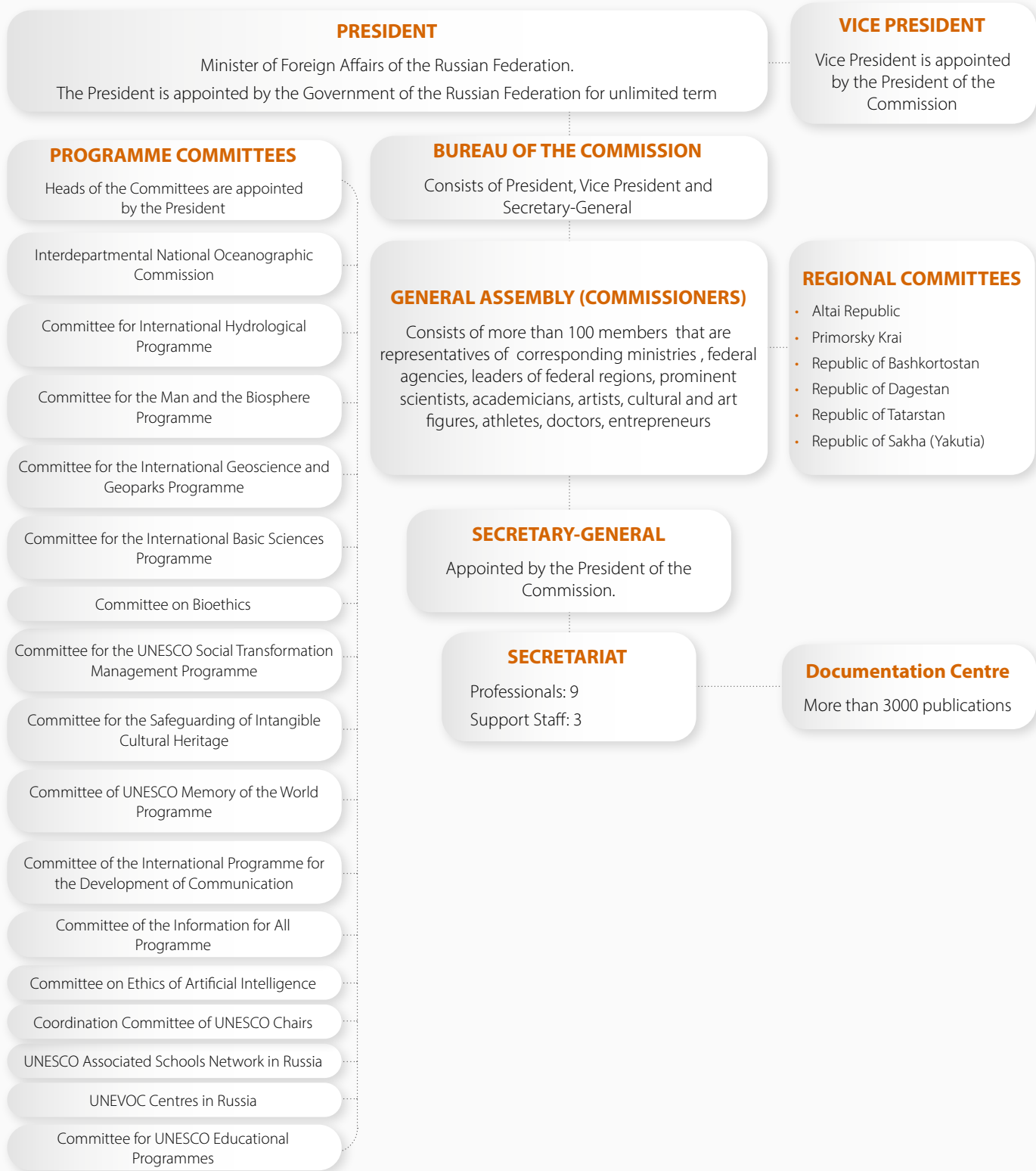
Commission of THE RUSSIAN FEDERATION for UNESCO

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:



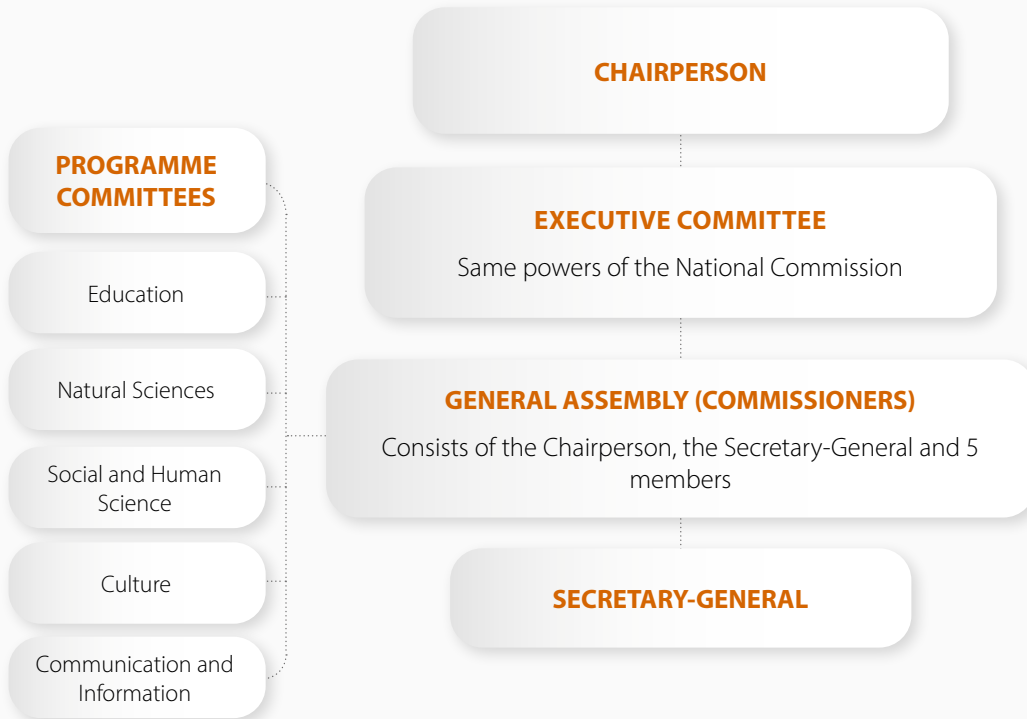
SAN MARINO National Commission for UNESCO

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.

Organizational chart:



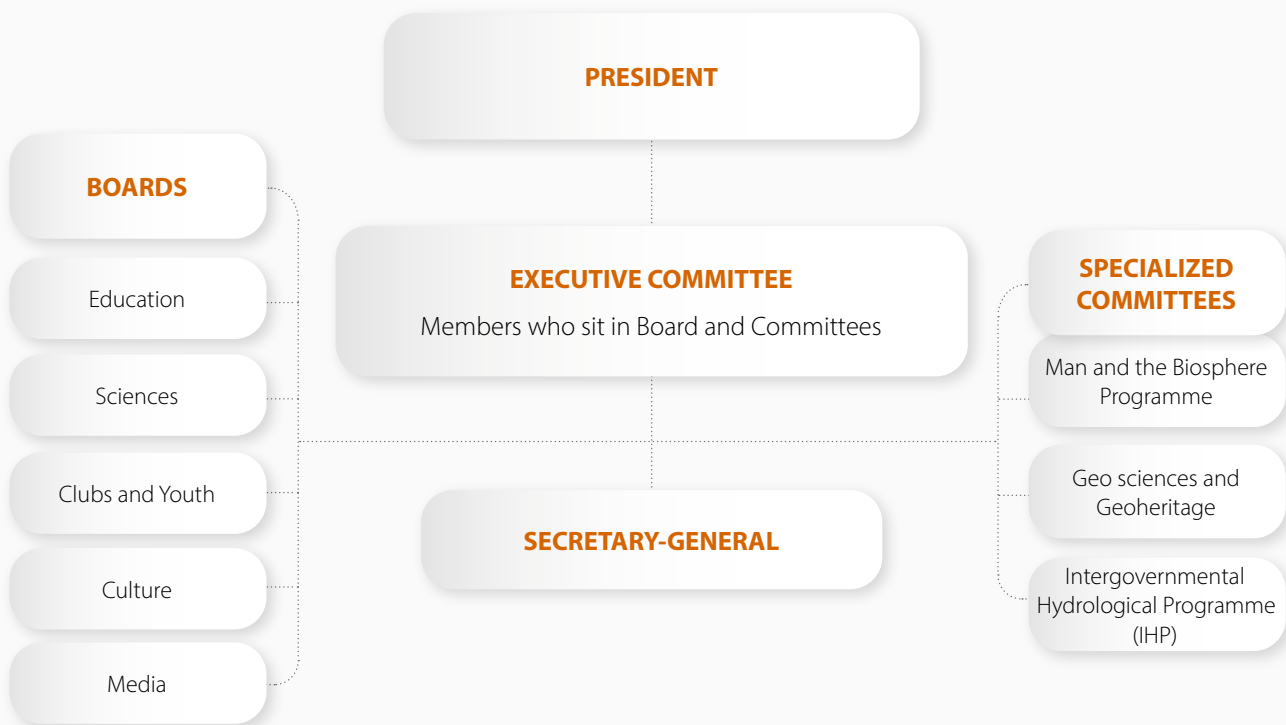
Commission of the REPUBLIC OF SERBIA for cooperation with UNESCO

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.

Organizational chart:



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:



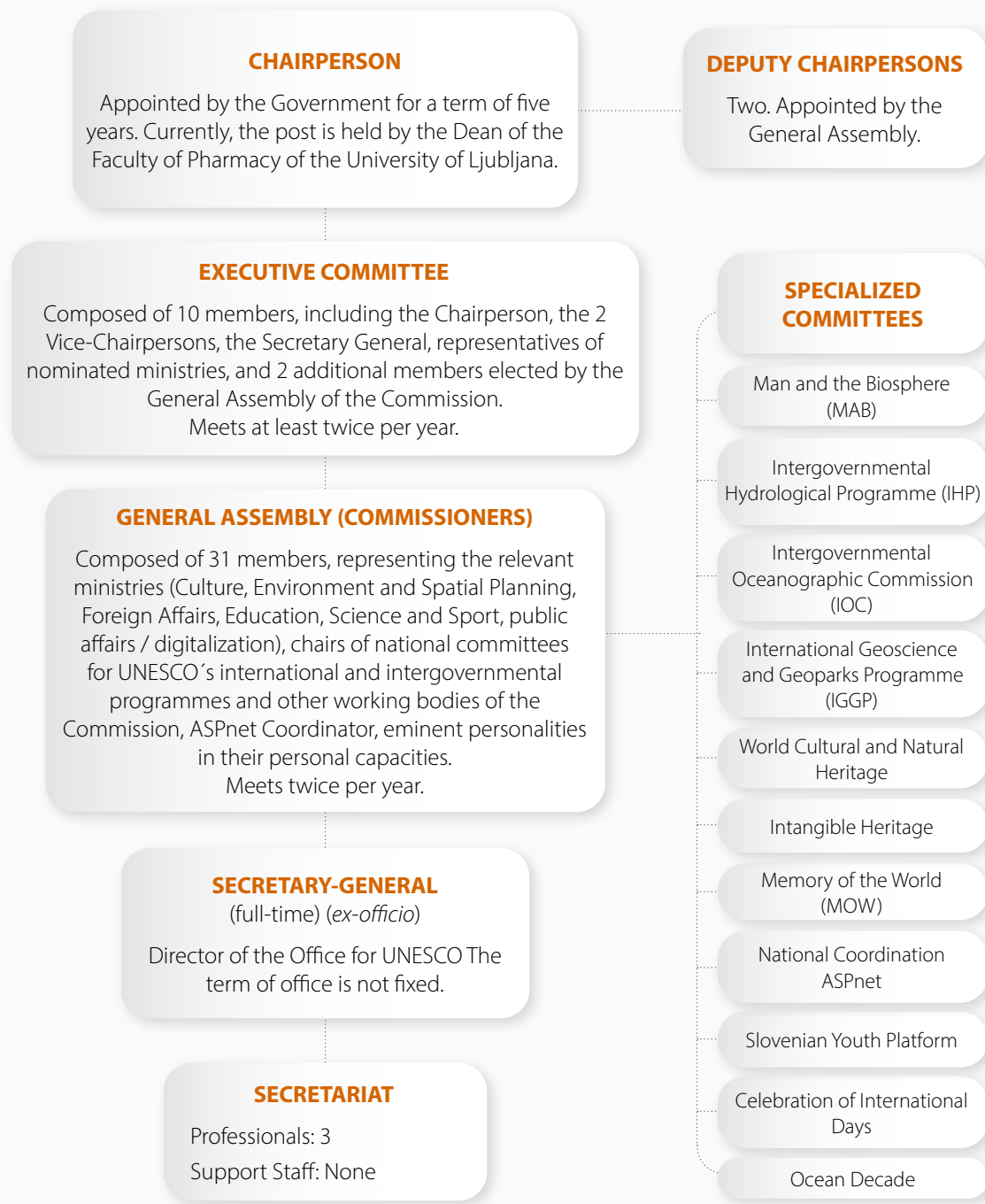
SLOVENIAN National Commission for UNESCO

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:



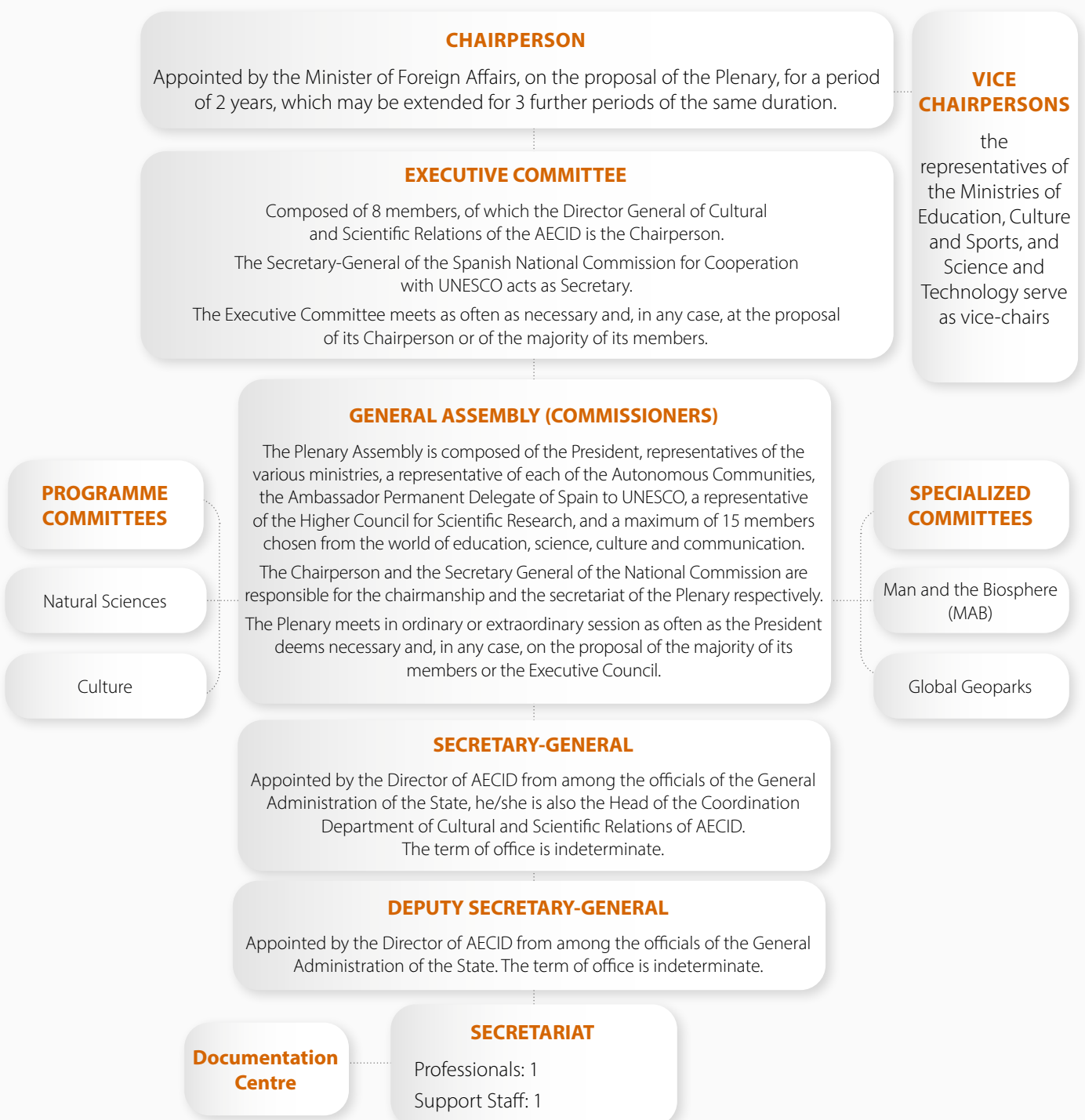
SPANISH National Commission for cooperation with UNESCO

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.



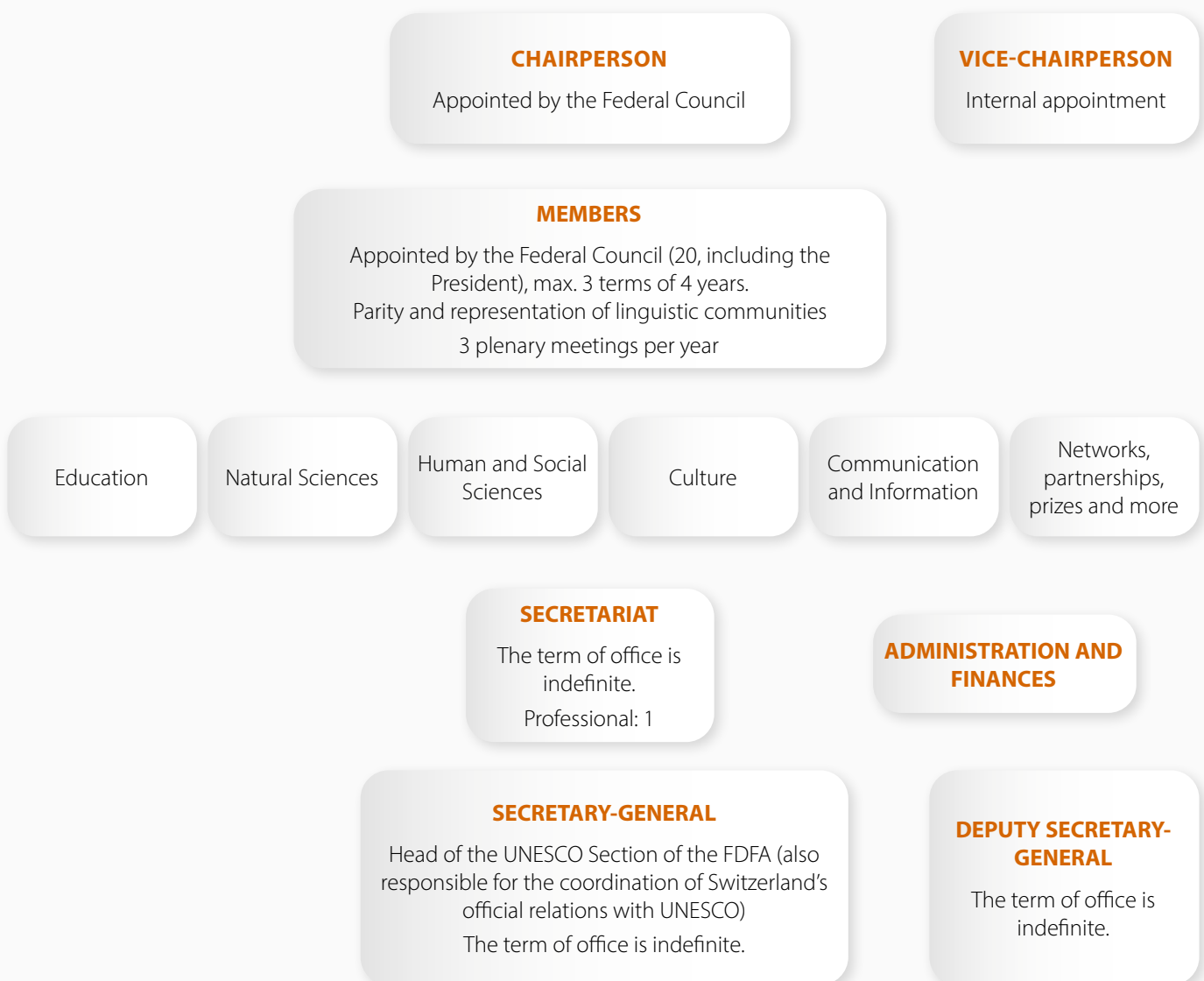
SWISS National Commission for UNESCO

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:



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 through 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:



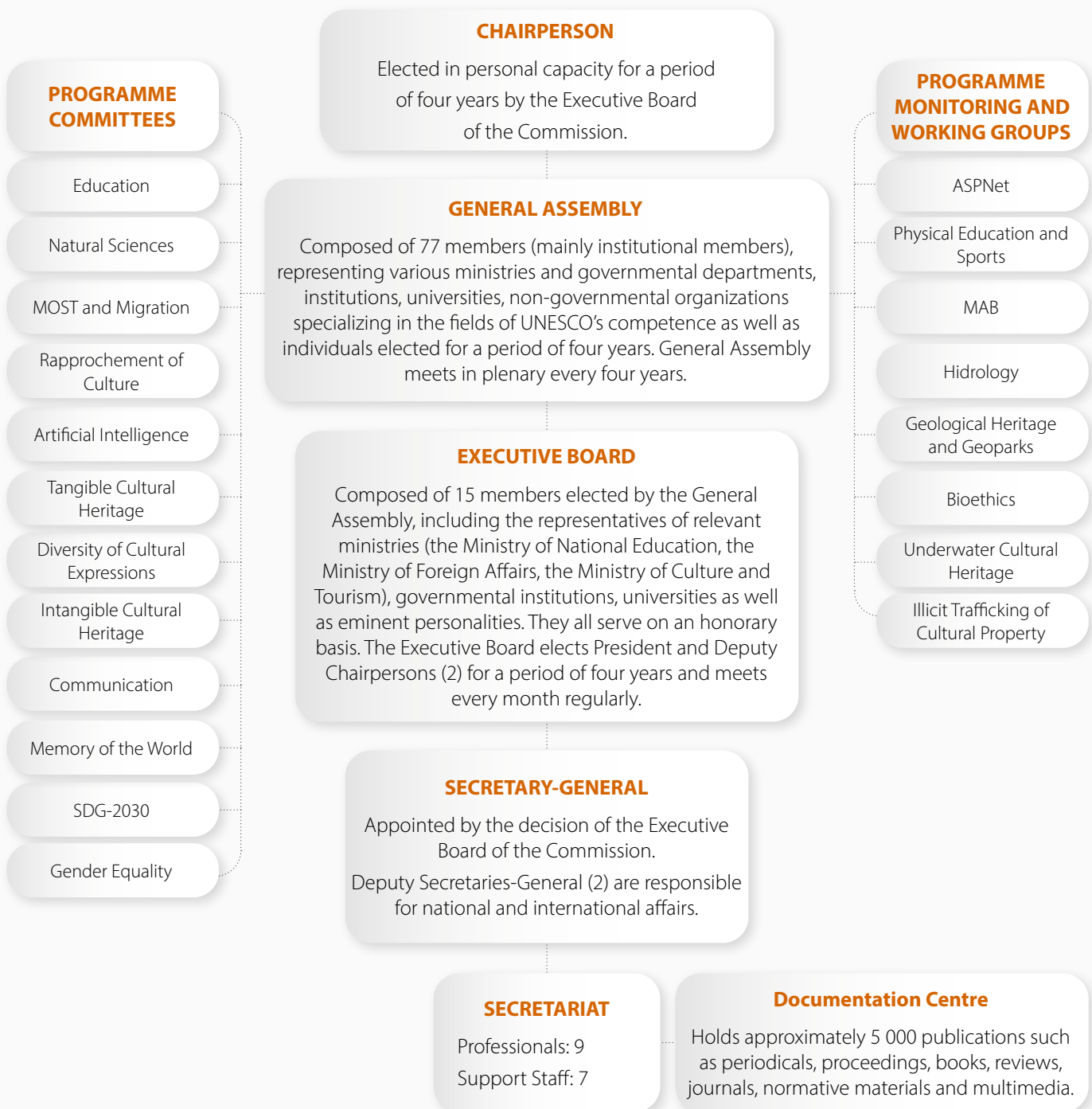
TURKISH National Commission for UNESCO

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:



National Commission of UKRAINE for UNESCO

Date of creation: 1996

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

Organizational chart:



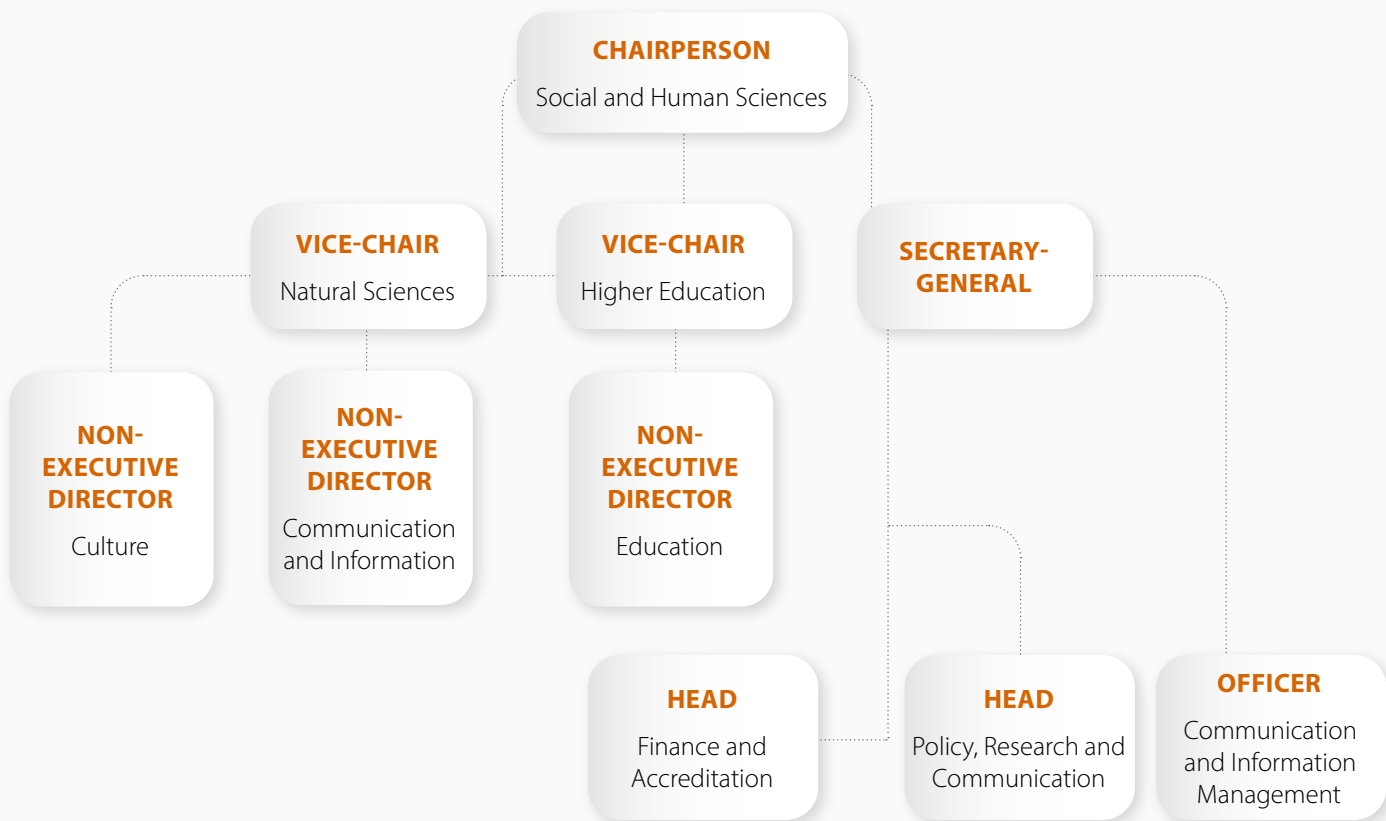
UNITED KINGDOM National Commission for UNESCO

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.

Organizational Chart:







LATIN AMERICA AND THE CARIBBEAN

ANTIGUA AND BARBUDA National Commission for UNESCO

Date of creation: 1988

Organizational chart:



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.

Organizational chart:



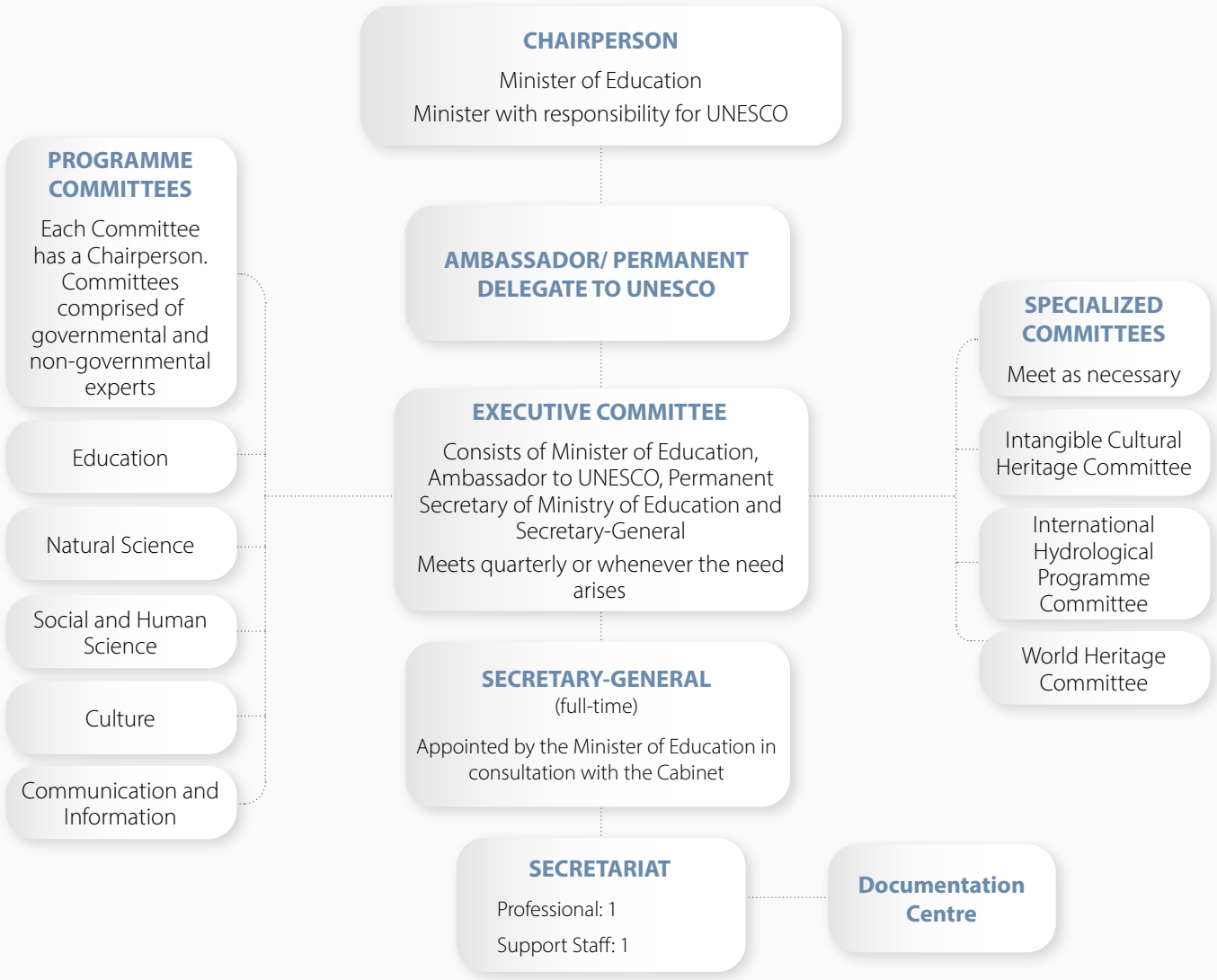
BAHAMAS National Commission for UNESCO

Date of creation: May 1998

Status: Semi-Autonomous

Budget: Allocated by the government

Organizational chart:



BARBADOS National Commission for UNESCO

185

Date of creation: 1970

Organizational chart:



BELIZE National Commission for UNESCO

Date of creation: 1984

Organizational chart:



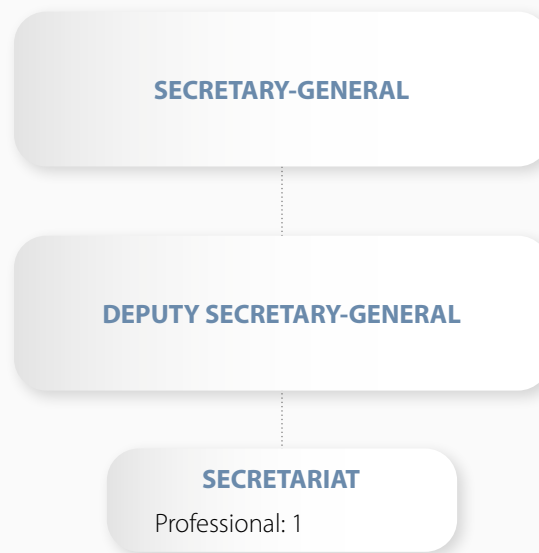
BRAZILIAN National Commission for UNESCO

187

Date of creation: 2009

Status: Governmental

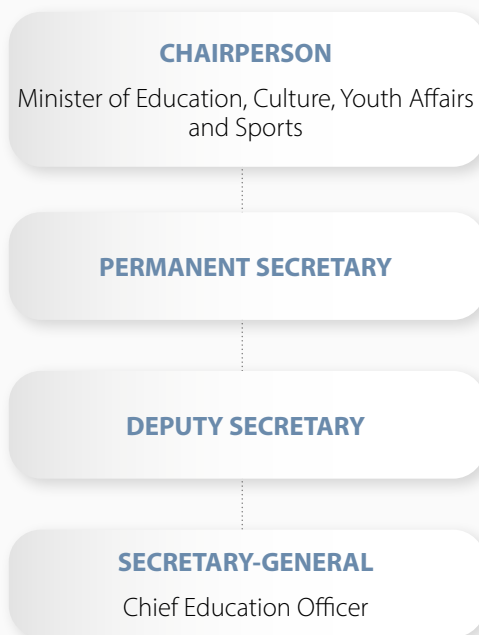
Organizational chart:



BRITISH VIRGIN ISLANDS National Commission for UNESCO

Date of creation: 1996

Organizational chart:



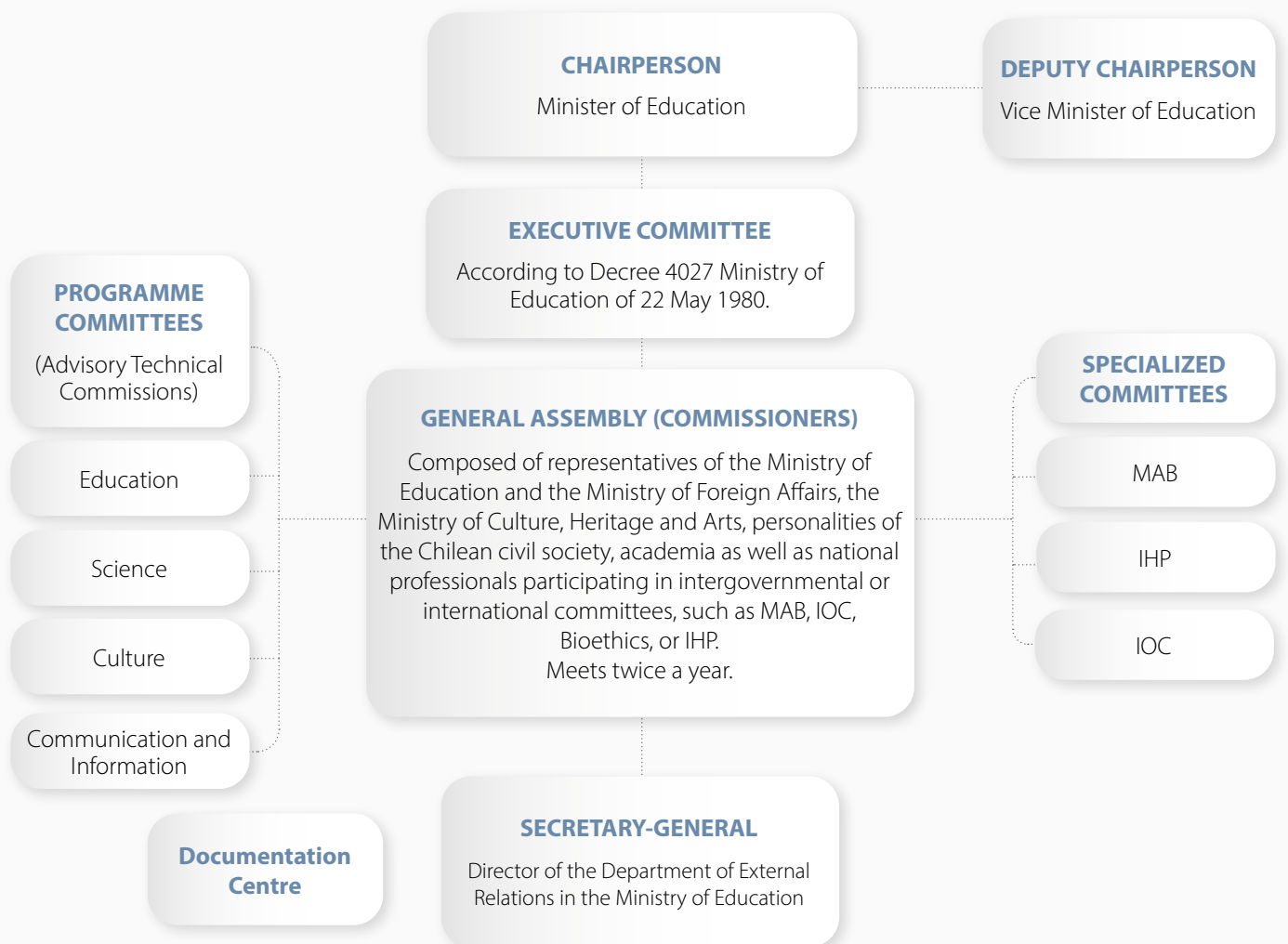
National Commission for cooperation with UNESCO of CHILE

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.

Organizational chart:



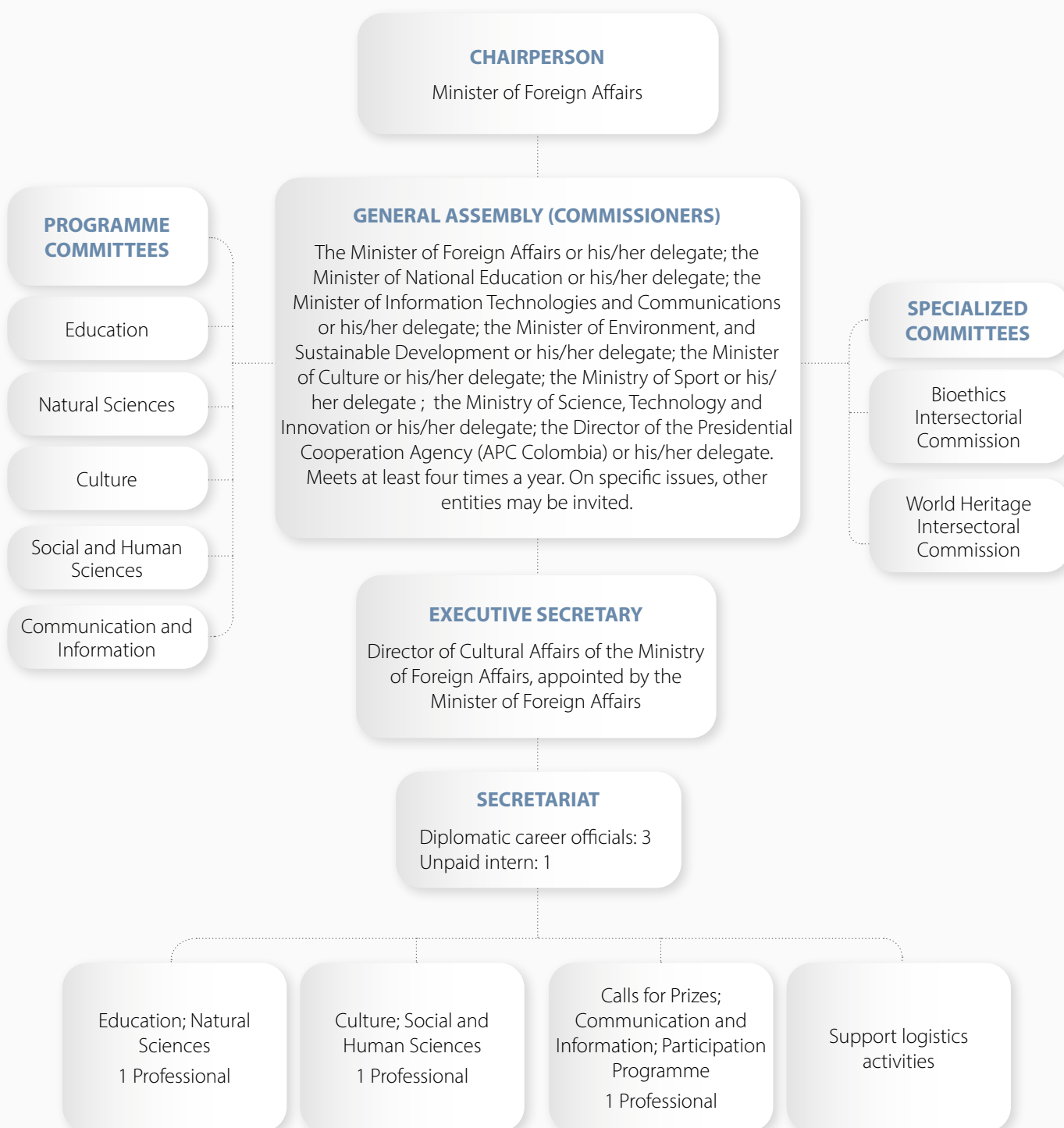
COLOMBIAN National Commission for Cooperation with UNESCO

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:



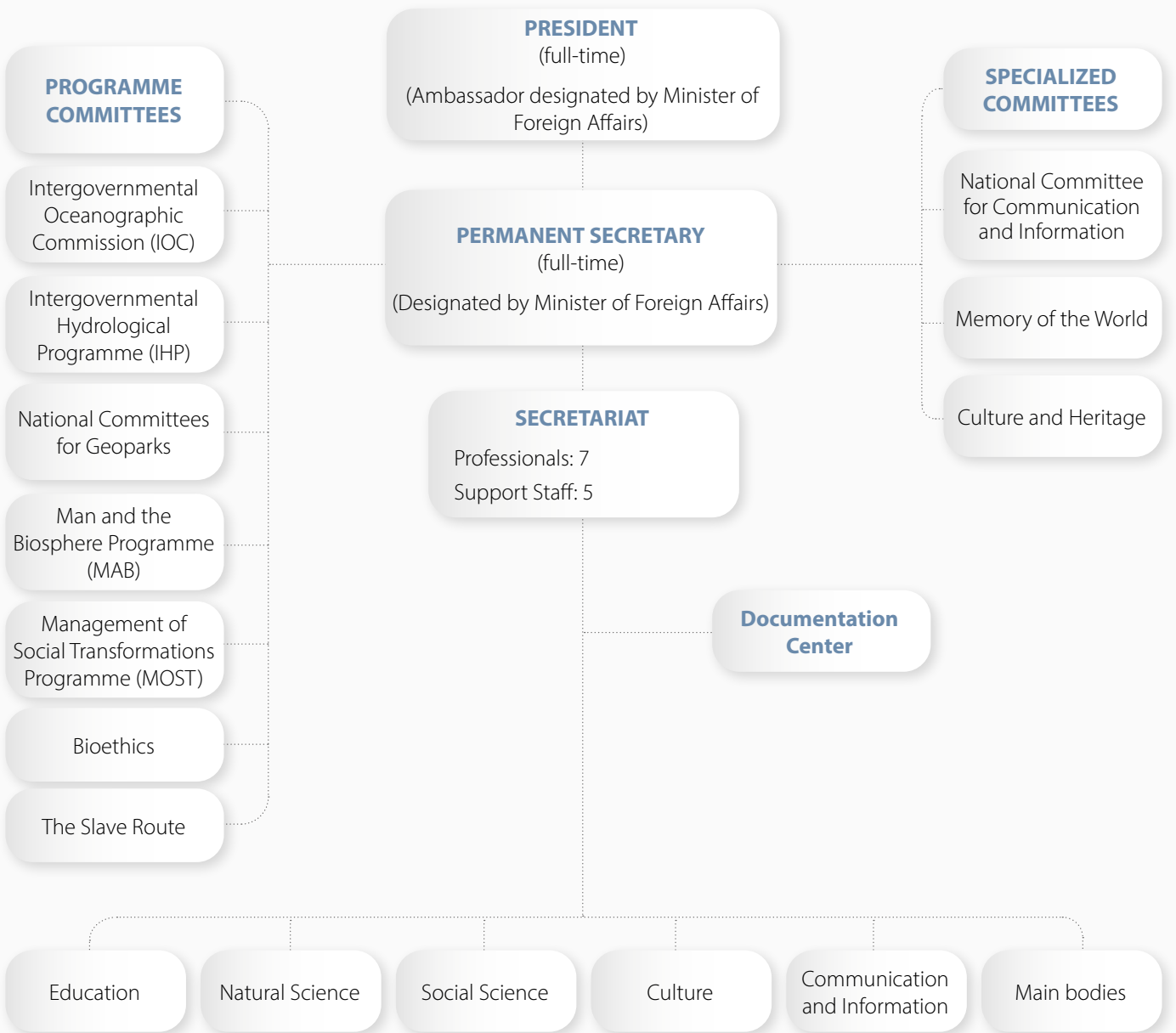
CUBAN National Commission for UNESCO

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.

Organizational chart:



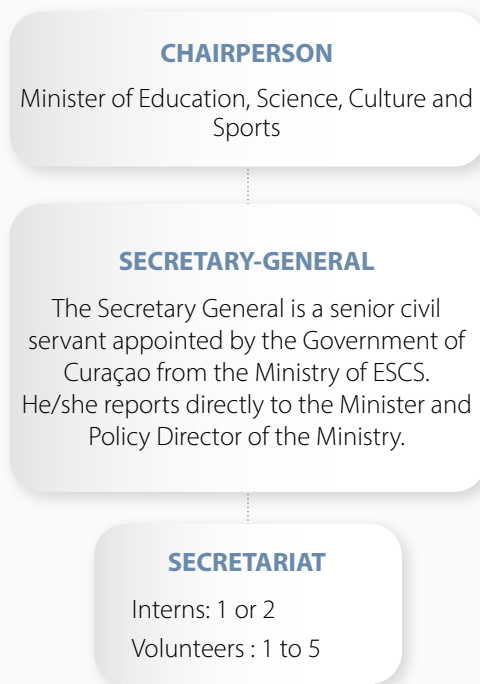
CURAÇAO National Commission for UNESCO

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:



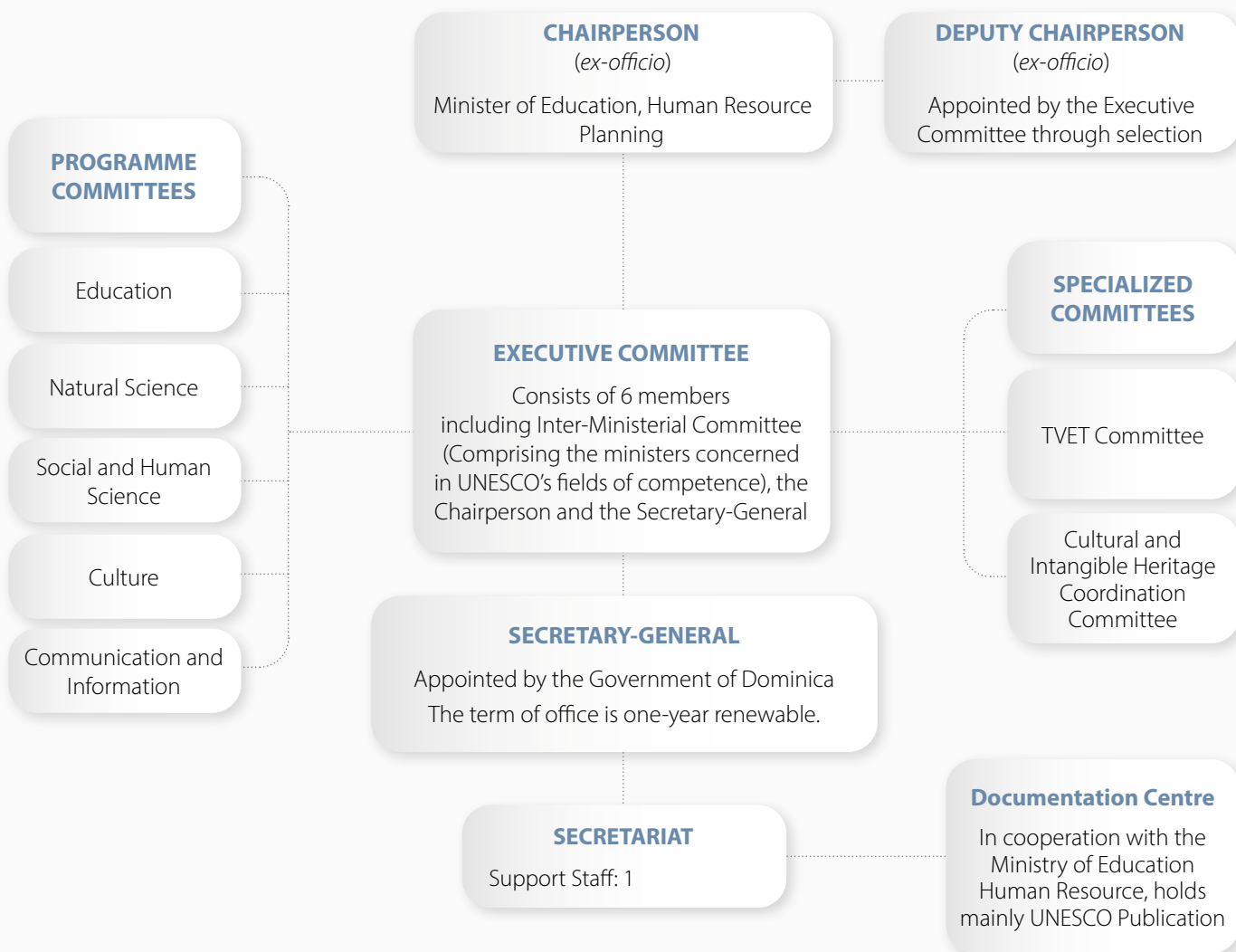
DOMINICA National Commission for UNESCO

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.

Organizational chart:



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:



GRENADA National Commission for UNESCO

195

Date of creation: 1984

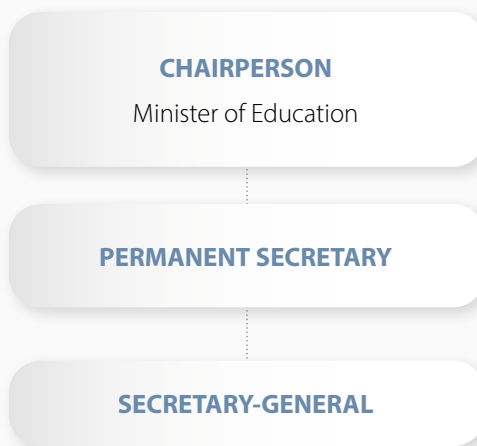
Organizational chart:



GUYANA National Commission for UNESCO

Date of creation: 1978

Organizational chart:



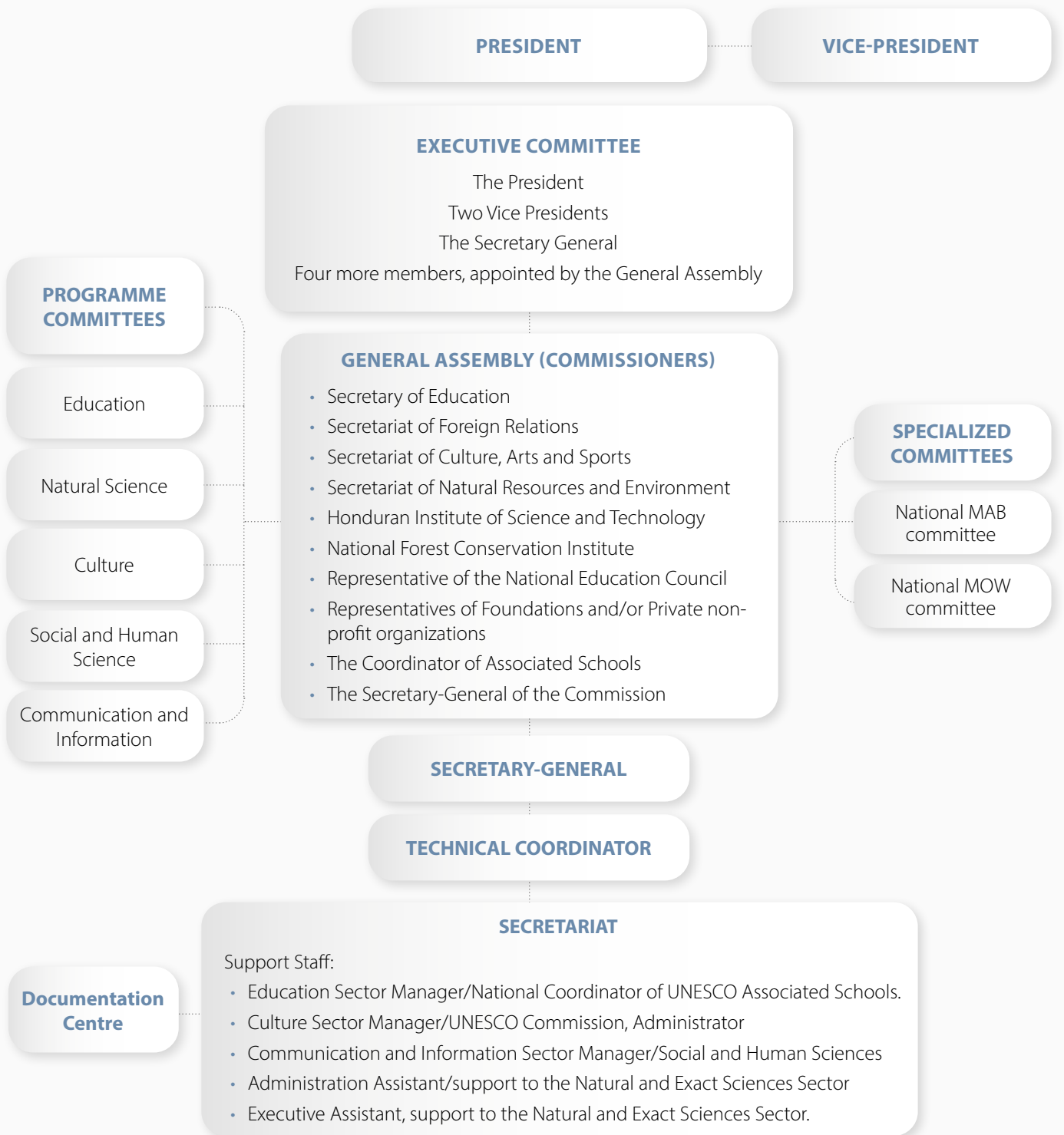
HONDURAS Commission for Cooperation with UNESCO

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:



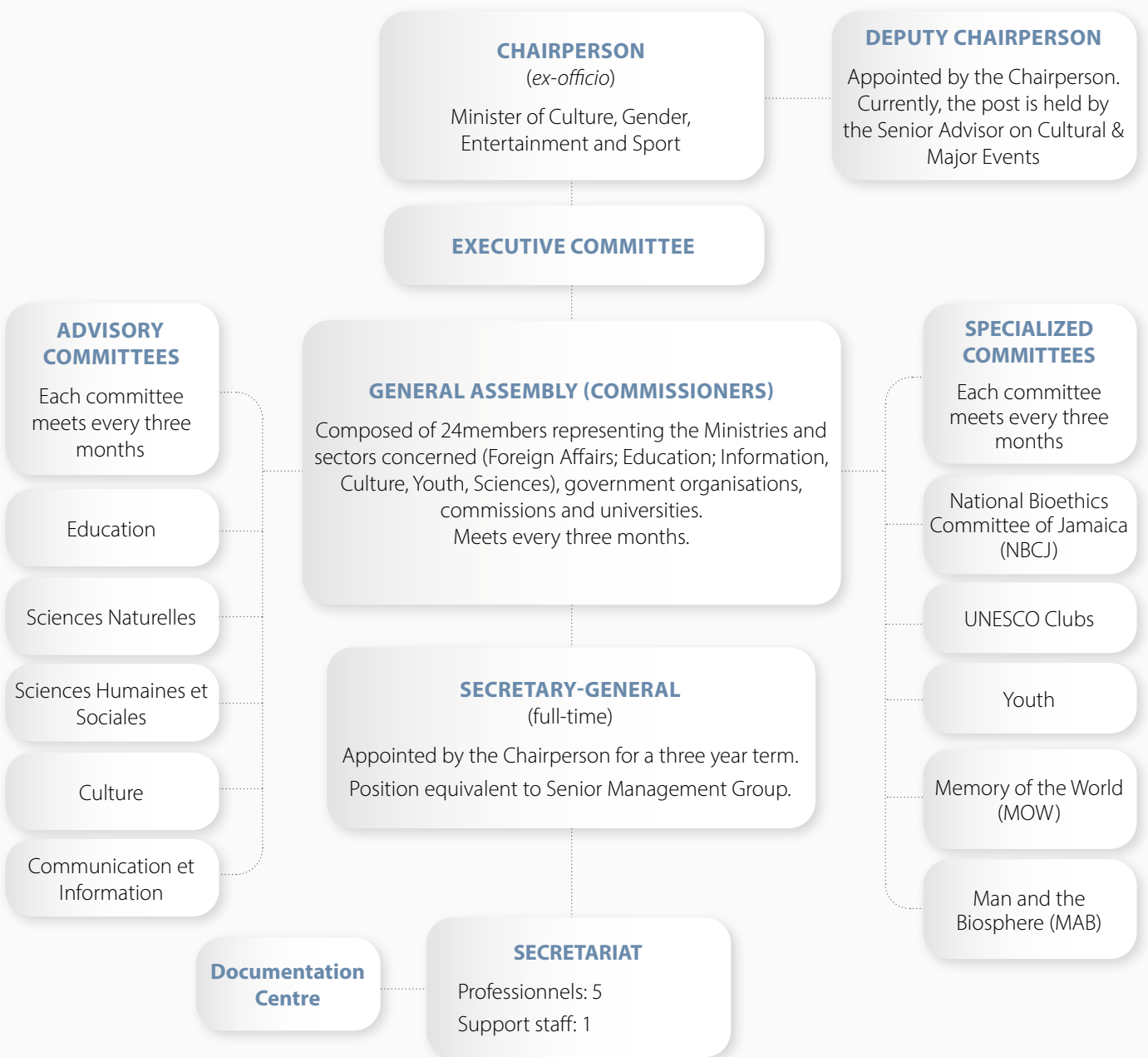
JAMAICA National Commission for UNESCO

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.

Organizational chart:



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 of the Ministry of Education.



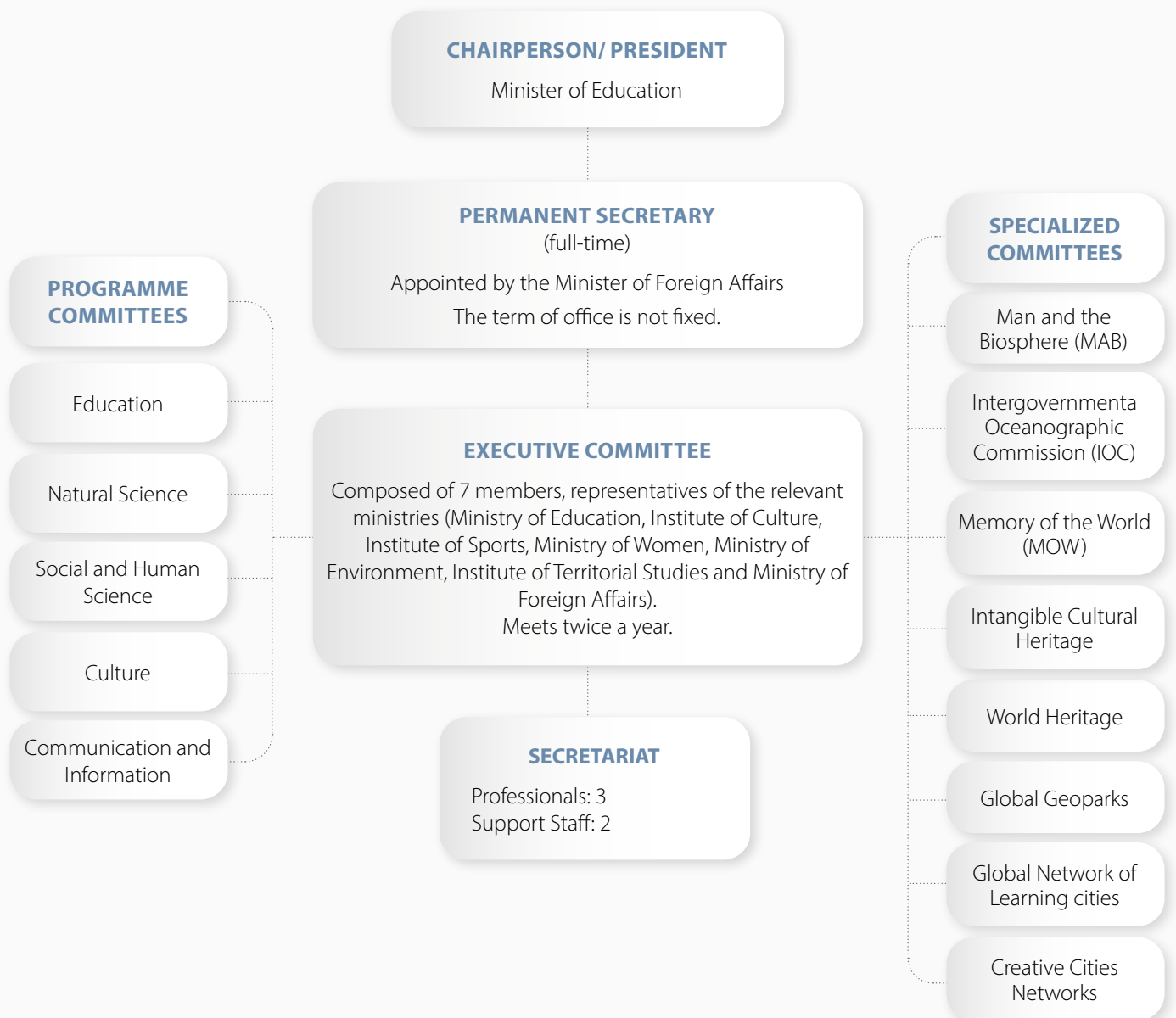
NICARAGUAN National Commission for cooperation with UNESCO

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.



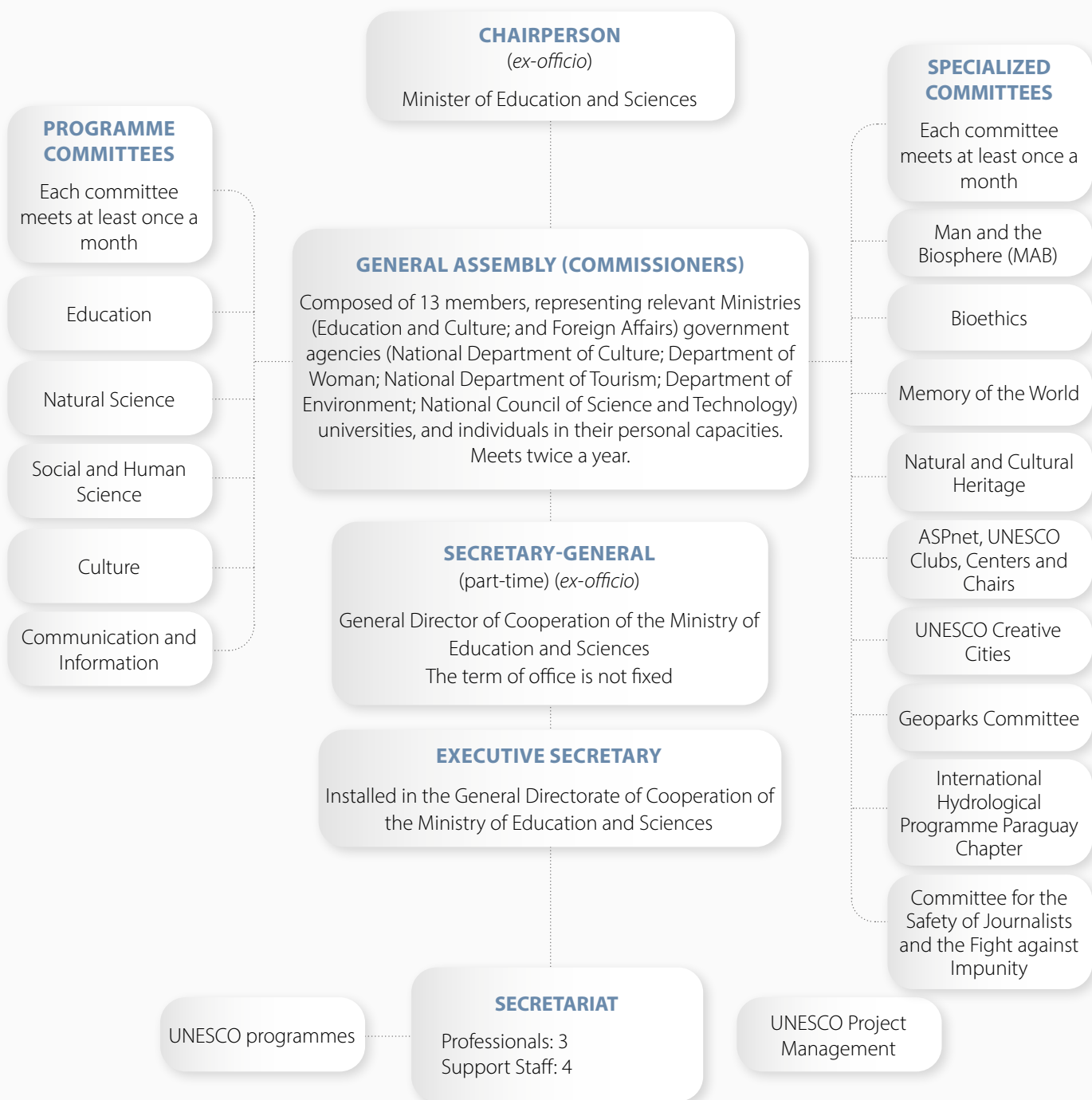
PARAGUAY National Commission for cooperation with UNESCO

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.

Organizational chart:



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:



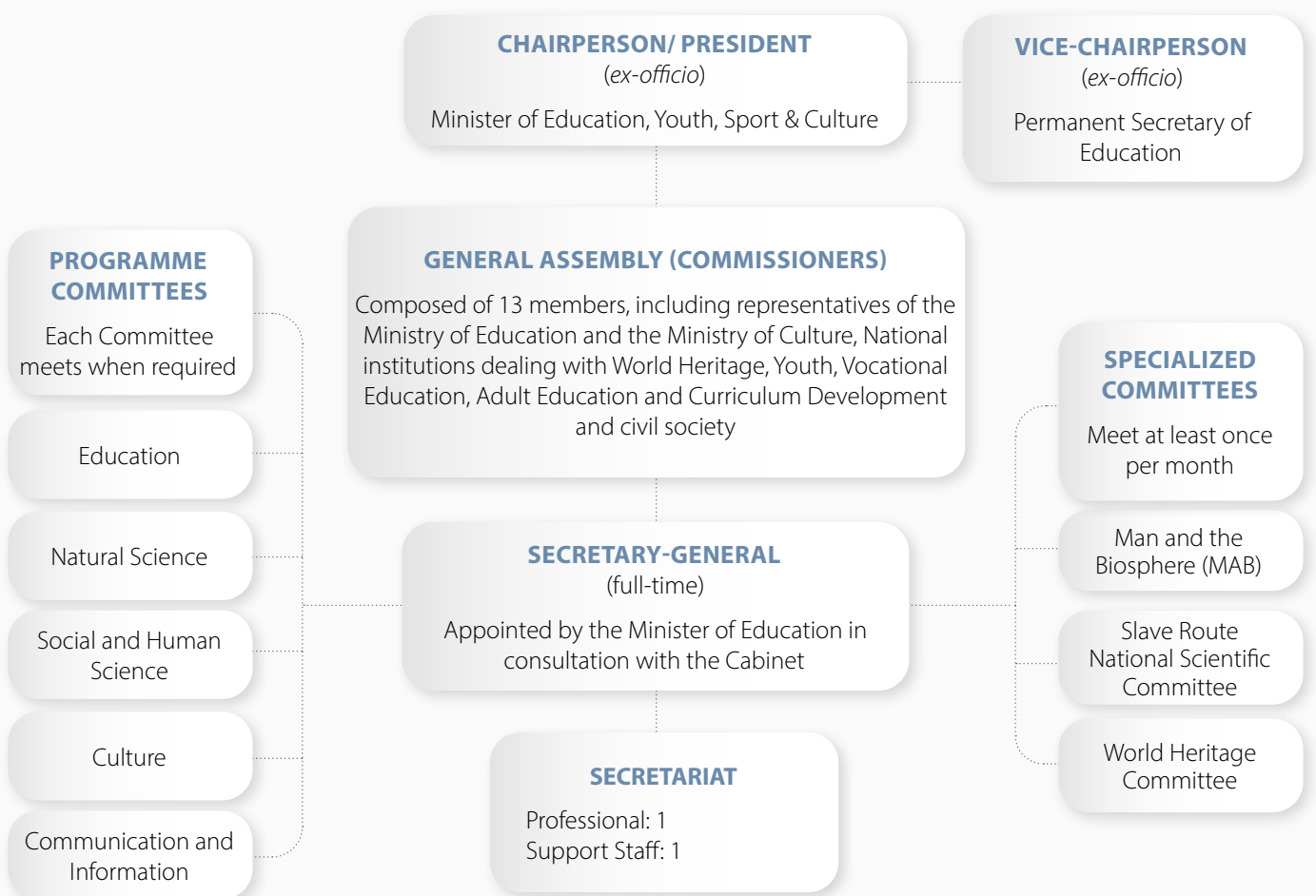
SAINT KITTS AND NEVIS National Commission for UNESCO

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.

Organizational chart:



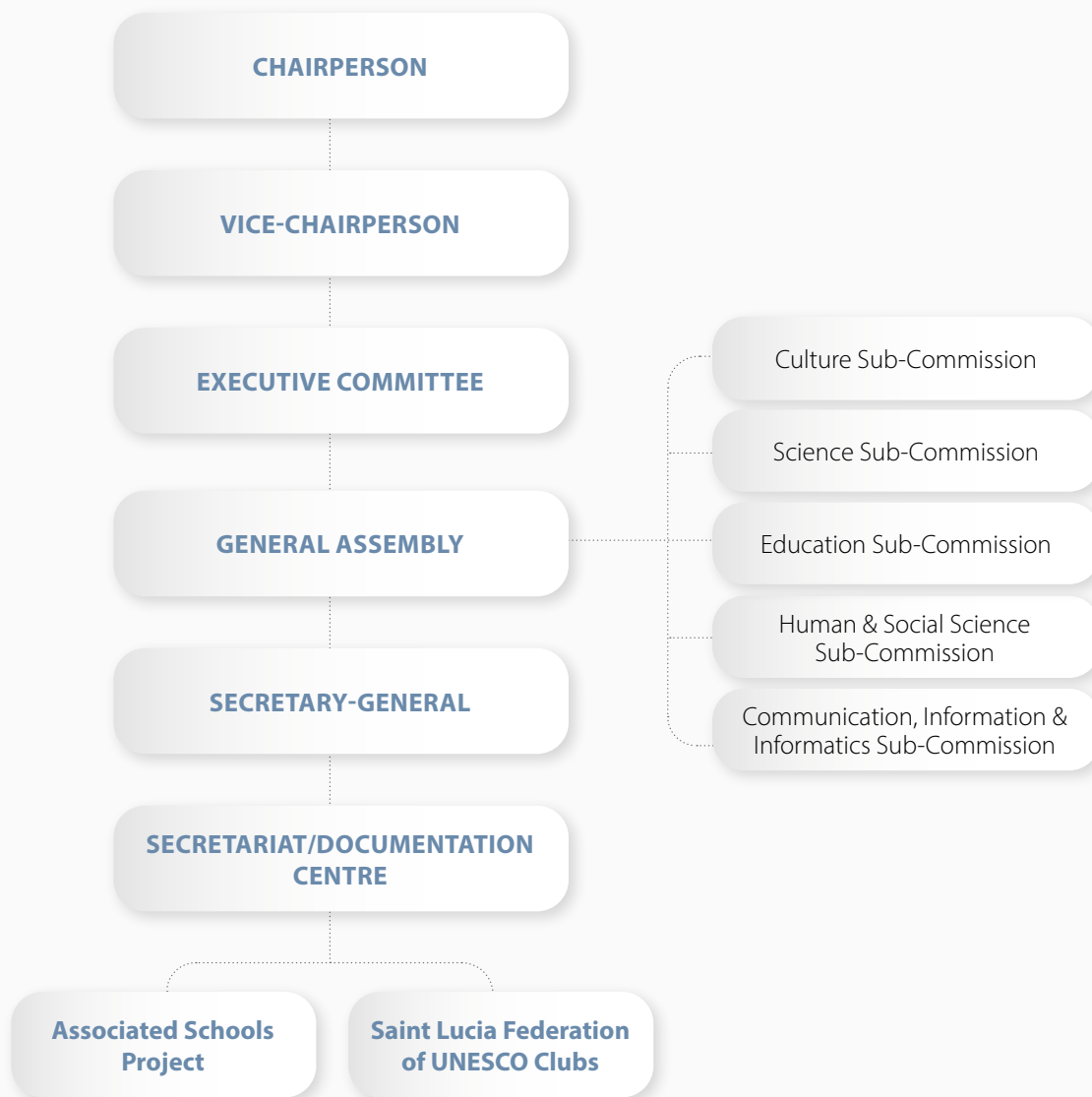
SAINT LUCIA National Commission for UNESCO

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.

Organizational Chart:



SAINT VINCENT AND THE GRENADINES National Commission for UNESCO

Date of Creation: 14 January 1983

Budget: None

Organizational Chart:



SINT MAARTEN National Commission for UNESCO

Date of Creation: 2012

Organizational Chart:

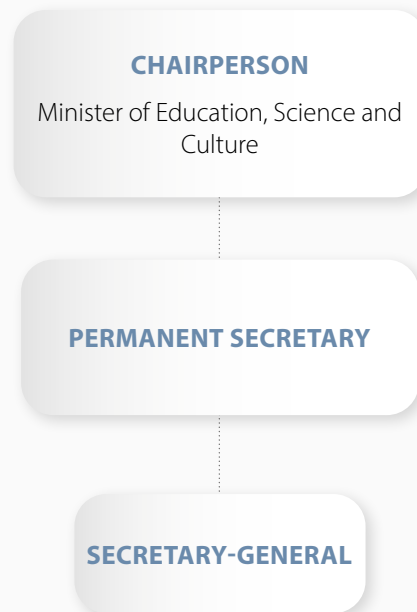


SURINAME National Commission for UNESCO

207

Date of Creation: 1976

Organizational Chart:



TRINIDAD AND TOBAGO National Commission for UNESCO

Date of Creation: 1970

Organizational Chart:



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:



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 cooperation 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, through 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 cross-tabulations 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:

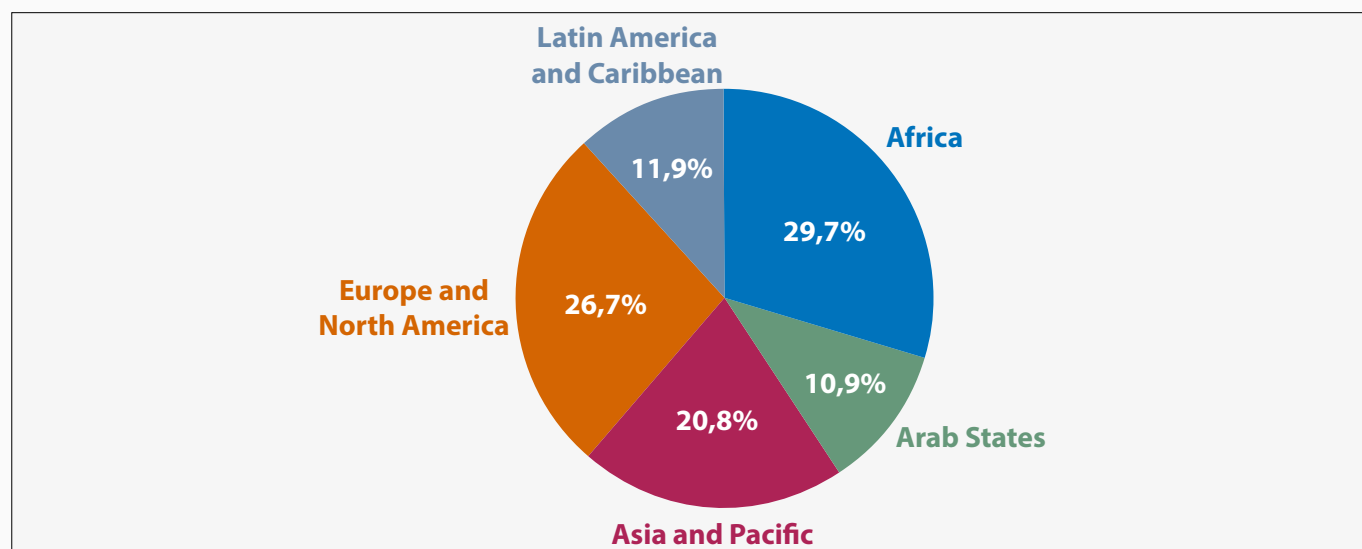


Figure 1: Distribution of the collected answers per region

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.

REGION	1. STATUS, STRUCTURE, AND COOPERATION											
	Legal Administrative instruments	N.	%	Status review	N.	%	Involvement/ support towards other National Commissions	N.	%	Mechanism of interaction with the UNESCO field Office	N.	%
Africa 30 National Commissions replied	Yes	17	56,7%	Yes	15	50,0%	Yes	21	70,0%	Yes	20	66,7%
	No	7	23,3%	No	11	36,7%	No	6	20,0%	No	4	13,3%
	Partially	5	16,7%	Partially	3	10,0%	Partially	3	10,0%	Partially	5	16,7%
	Other	1	3,3%	Other	1	3,3%	Other	0	0,0%	Other	1	3,3%
	Total	30		Total	30		Total	30		Total	30	
Arab States 11 National Commissions replied	Yes	8	72,7%	Yes	6	54,5%	Yes	6	54,5%	Yes	7	63,6%
	No	2	18,2%	No	2	18,2%	No	2	18,2%	No	0	0,0%
	Partially	1	9,1%	Partially	3	27,3%	Partially	3	27,3%	Partially	4	36,4%
	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 Pacific 21 National Commissions replied	Yes	6	28,6%	Yes	9	42,9%	Yes	8	38,1%	Yes	15	71,4%
	No	8	38,1%	No	8	38,1%	No	9	42,9%	No	2	9,5%
	Partially	4	19,0%	Partially	3	14,3%	Partially	3	14,3%	Partially	3	14,3%
	Other	3	14,3%	Other	1	4,8%	Other	1	4,8%	Other	1	4,8%
	Total	21		Total	21		Total	21		Total	21	
Europe and North America 27 National Commissions replied	Yes	15	55,6%	Yes	16	59,3%	Yes	17	63,0%	Yes	6	22,2%
	No	5	18,5%	No	4	14,8%	No	2	7,4%	No	17	63,0%
	Partially	1	3,7%	Partially	2	7,4%	Partially	5	18,5%	Partially	3	11,1%
	Other	6	22,2%	Other	5	18,5%	Other	3	11,1%	Other	1	3,7%
	Total	27		Total	27		Total	27		Total	27	
Latin America and the Caribbean 12 National Commissions replied	Yes	3	25,0%	Yes	5	41,7%	Yes	5	41,7%	Yes	8	66,7%
	No	7	58,3%	No	5	41,7%	No	3	25,0%	No	1	8,3%
	Partially	2	16,7%	Partially	1	8,3%	Partially	3	25,0%	Partially	3	25,0%
	Other	0	0,0%	Other	1	8,3%	Other	1	8,3%	Other	0	0,0%
	Total	12		Total	12		Total	12		Total	12	
Total 101 National Commissions replied	Yes	49	48,5%	Yes	51	50,5%	Yes	57	56,4%	Yes	56	55,4%
	No	29	28,7%	No	30	29,7%	No	22	21,8%	No	24	23,8%
	Partially	13	12,9%	Partially	12	11,9%	Partially	17	16,8%	Partially	18	17,8%
	Other	10	9,9%	Other	8	7,9%	Other	5	5,0%	Other	3	3,0%
	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 received.

REGION	2 – INTERNAL CONSULTATION MECHANISM					
	Consultation with the Chairperson/President	N.	%	General Assembly/Executive Committee meeting	N.	%
Africa 30 National Commissions replied	Daily	7	23,3%	Monthly	1	3,3%
	Monthly	3	10,0%	Quarterly	6	20,0%
	Quarterly	5	16,7%	Twice per year	8	26,7%
	Twice per year	0	0,0%	Yearly	7	23,3%
	Yearly	0	0,0%	Other	8	26,7%
	Weekly	9	30,0%			
	Other	6	20,0%			
	Total	30		Total	30	
Arab States 11 National Commissions replied	Daily	4	36,4%	Monthly	2	18,2%
	Monthly	1	9,1%	Quarterly	0	0,0%
	Quarterly	0	0,0%	Twice per year	3	27,3%
	Twice per year	0	0,0%	Yearly	4	36,4%
	Yearly	0	0,0%	Other	2	18,2%
	Weekly	5	45,5%			
	Other	1	9,1%			
	Total	11		Total	11	
Asia and the Pacific 21 National Commissions replied	Daily	1	4,8%	Monthly	0	0,0%
	Monthly	5	23,8%	Quarterly	2	9,5%
	Quarterly	2	9,5%	Twice per year	5	23,8%
	Twice per year	1	4,8%	Yearly	8	38,1%
	Yearly	5	23,8%	Other	6	28,6%
	Weekly	2	9,5%			
	Other	5	23,8%			
	Total	21		Total	21	
Europe and North America 27 National Commissions replied	Daily	5	18,5%	Monthly	2	7,4%
	Monthly	9	33,3%	Quarterly	14	51,9%
	Quarterly	1	3,7%	Twice per year	5	18,5%
	Twice per year	0	0,0%	Yearly	5	18,5%
	Yearly	0	0,0%	Other	1	3,7%
	Weekly	12	44,4%			
	Other	0	0,0%			
	Total	27		Total	27	
Latin America and the Caribbean 12 National Commissions replied	Daily	0	0,0%	Monthly	0	0,0%
	Monthly	0	0,0%	Quarterly	5	41,7%
	Quarterly	5	41,7%	Twice per year	0	0,0%
	Twice per year	0	0,0%	Yearly	0	0,0%
	Yearly	0	0,0%	Other	7	58,3%
	Weekly	0	0,0%			
	Other	7	58,3%			
	Total	12		Total	12	
Total 101 National Commissions replied	Daily	17	16,8%	Monthly	5	5,0%
	Monthly	18	17,8%	Quarterly	27	26,7%
	Quarterly	13	12,9%	Twice per year	21	20,8%
	Twice per year	1	1,0%	Yearly	24	23,8%
	Yearly	5	5,0%	Other	24	23,8%
	Weekly	28	27,7%			
	Other	19	18,8%			
	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 received.

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

REGION	4 – OPERATIONAL MANAGEMENT					
	Teleconference equipment	N.	%	Biggest challenges in teleworking*	N.	%
Africa 30 National Commissions replied	Yes	11	36,7%	Lack of relevant equipment	18	60,0%
	No	12	40,0%	Unstable internet connection	17	56,7%
	Partly	7	23,3%	Power failure	7	23,3%
				Time difference	5	16,7%
				Other	3	10,0%
	Total	30		Total	50	
Arab States 11 National Commissions replied	Yes	8	72,7%	Lack of relevant equipment	3	27,3%
	No	2	18,2%	Unstable internet connection	4	36,4%
	Partly	1	9,1%	Power failure	3	27,3%
				Time difference	5	45,5%
				Other	2	18,2%
Total	11		Total	17		
Asia and the Pacific 21 National Commissions replied	Yes	11	52,4%	Lack of relevant equipment	6	28,6%
	No	6	28,6%	Unstable internet connection	6	28,6%
	Partly	4	19,0%	Power failure	3	14,3%
				Time difference	15	71,4%
				Other	4	19,0%
Total	21		Total	34		
Europe and North America 27 National Commissions replied	Yes	23	85,2%	Lack of relevant equipment	3	11,1%
	No	1	3,7%	Unstable internet connection	2	7,4%
	Partly	3	11,1%	Power failure	0	0,0%
				Time difference	5	18,5%
				Other	18	66,7%
Total	27		Total	28		
Latin America and the Caribbean 12 National Commissions replied	Yes	2	16,7%	Lack of relevant equipment	4	33,3%
	No	6	50,0%	Unstable internet connection	5	41,7%
	Partly	4	33,3%	Power failure	1	8,3%
				Time difference	8	66,7%
				Other	0	0,0%
Total	12		Total	18		
Total 101 National Commissions replied	Yes	55	54,5%	Lack of relevant equipment	34	33,7%
	No	27	26,7%	Unstable internet connection	34	33,7%
	Partly	19	18,8%	Power failure	14	13,9%
				Time difference	38	37,6%
				Other	27	26,7%
	Total	101		Total	147	

*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 received.

REGION	5- COMMUNICATION MANAGEMENT					
	Means of communication*	N.	%	Online communication tools*	N.	%
Africa 30 National Commissions replied	Physical publications (newsletter, etc)	11	36,7%	(a separate) Official Website	12	40,0%
	Seminars, workshops, conferences	25	83,3%	Webpage within the official Website of the Supervising Ministry	7	23,3%
	International Days and Celebrations of UNESCO	17	56,7%	Facebook	16	53,3%
	Logo and Patronage of UNESCO	13	43,3%	Twitter	7	23,3%
	Traditional Tools (radio, newspaper, etc)	15	50,0%	Other	11	36,7%
	Online tools	15	50,0%			
	Total	96		Total	53	
Arab States 11 National Commissions replied	Physical publications (newsletter, etc)	6	54,5%	(a separate) Official Website	7	63,6%
	Seminars, workshops, conferences	10	90,9%	Webpage within the official Website of the Supervising Ministry	4	36,4%
	International Days and Celebrations of UNESCO	10	90,9%	Facebook	7	63,6%
	Logo and Patronage of UNESCO	6	54,5%	Twitter	5	45,5%
	Traditional Tools (radio, newspaper, etc)	4	36,4%	Other	4	36,4%
	Online tools	9	81,8%			
	Total	45		Total	27	
Asia and the Pacific 21 National Commissions replied	Physical publications (newsletter, etc)	8	38,1%	(a separate) Official Website	8	38,1%
	Seminars, workshops, conferences	15	71,4%	Webpage within the official Website of the Supervising Ministry	5	23,8%
	International Days and Celebrations of UNESCO	13	61,9%	Facebook	11	52,4%
	Logo and Patronage of UNESCO	10	47,6%	Twitter	2	9,5%
	Traditional Tools (radio, newspaper, etc)	5	23,8%	Other	12	57,1%
	Online tools	12	57,1%			
	Total	63		Total	38	
Europe and North America 27 National Commissions replied	Physical publications (newsletter, etc)	8	29,6%	(a separate) Official Website	18	66,7%
	Seminars, workshops, conferences	19	70,4%	Webpage within the official Website of the Supervising Ministry	9	33,3%
	International Days and Celebrations of UNESCO	13	48,1%	Facebook	18	66,7%
	Logo and Patronage of UNESCO	5	18,5%	Twitter	9	33,3%
	Traditional Tools (radio, newspaper, etc)	10	37,0%	Other	6	22,2%
	Online tools	19	70,4%			
	Total	74		Total	60	
Latin America and the Caribbean 12 National Commissions replied	Physical publications (newsletter, etc)	4	33,3%	(a separate) Official Website	3	25,0%
	Seminars, workshops, conferences	7	58,3%	Webpage within the official Website of the Supervising Ministry	3	25,0%
	International Days and Celebrations of UNESCO	8	66,7%	Facebook	7	58,3%
	Logo and Patronage of UNESCO	4	33,3%	Twitter	3	25,0%
	Traditional Tools (radio, newspaper, etc)	4	33,3%	Other	6	50,0%
	Online tools	10	83,3%			
	Total	37		Total	22	
Total 101 National Commissions replied	Physical publications (newsletter, etc)	37	36,6%	(a separate) Official Website	48	47,5%
	Seminars, workshops, conferences	76	75,2%	Webpage within the official Website of the Supervising Ministry	28	27,7%
	International Days and Celebrations of UNESCO	61	60,4%	Facebook	59	58,4%
	Logo and Patronage of UNESCO	38	37,6%	Twitter	26	25,7%
	Traditional Tools (radio, newspaper, etc)	38	37,6%	Other	39	38,6%
	Online tools	65	64,4%			
	Total	315		Total	200	

*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 received.

REGION	6 - DAILY CHALLENGES					
	Major daily challenges*	N.	%	Training requirements*	N.	%
Africa 30 National Commissions replied	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%
	Lack of expertise	11	36,7%	Training to strengthen expertise in each field of competence of UNESCO	19	63,3%
	Weak technical capacity	10	33,3%	Training for technical capacity building (writing project proposals and reports, preparing nominations)	18	60,0%
	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	
Arab States 11 National Commissions replied	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%
	Lack of expertise	4	36,4%	Training to strengthen expertise in each field of competence of UNESCO	9	81,8%
	Weak technical capacity	3	27,3%	Training for technical capacity building (writing project proposals and reports, preparing nominations)	9	81,8%
	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	
Asia and the Pacific 21 National Commissions replied	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%
	Lack of expertise	11	52,4%	Training to strengthen expertise in each field of competence of UNESCO	15	71,4%
	Weak technical capacity	8	38,1%	Training for technical capacity building (writing project proposals and reports, preparing nominations)	19	90,5%
	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	
Europe and North America 27 National Commissions replied	Budgetary limitations	17	63,0%	Training in resource mobilization technique	12	44,4%
	Shortage of staff	17	63,0%	Training in performance management (Result-Based Management)	8	29,6%
	Lack of expertise	1	3,7%	Training to strengthen expertise in each field of competence of UNESCO	9	33,3%
	Weak technical capacity	0	0,0%	Training for technical capacity building (writing project proposals and reports, preparing nominations)	7	25,9%
	Lack of visibility	5	18,5%	Training in public relations and information	13	48,1%
	Other	6	22,2%	Other	4	14,8%
	Total	46		Total	53	
Latin America and the Caribbean 12 National Commissions replied	Budgetary limitations	12	100,0%	Training in resource mobilization technique	8	66,7%
	Shortage of staff	6	50,0%	Training in performance management (Result-Based Management)	5	41,7%
	Lack of expertise	3	25,0%	Training to strengthen expertise in each field of competence of UNESCO	6	50,0%
	Weak technical capacity	6	50,0%	Training for technical capacity building (writing project proposals and reports, preparing nominations)	8	66,7%
	Lack of visibility	1	8,3%	Training in public relations and information	6	50,0%
	Other	2	16,7%	Other	0	0,0%
	Total	30		Total	33	
Total 101 National Commissions replied	Budgetary limitations	81	80,2%	Training in resource mobilization technique	62	61,4%
	Shortage of staff	61	60,4%	Training in performance management (Result-Based Management)	46	45,5%
	Lack of expertise	30	29,7%	Training to strengthen expertise in each field of competence of UNESCO	58	57,4%
	Weak technical capacity	27	26,7%	Training for technical capacity building (writing project proposals and reports, preparing nominations)	61	60,4%
	Lack of visibility	24	23,8%	Training in public relations and information	45	44,6%
	Other	14	13,9%	Other	4	4,0%
	Total	237		Total	276	

*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 received.

REGION	7 - COOPERATION WITH NATIONAL STAKEHOLDERS OTHER THAN THE GOVERNMENTS											
	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 Associations/Clubs*	N.	%
Africa 30 National Commissions replied	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%
	Sometimes	7	23,3%	Find national candidates for UNESCO's Prizes	19	63,3%	Very satisfied	5	16,7%	Lack of interest/ collaboration from Associations/Clubs	7	23,3%
	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 Associations/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	
Arab States 11 National Commissions replied	Never	0	0,0%	Ask their opinion and expertise on UNESCO's issues	7	63,6%	Dissatisfied	3	27,3%	Budgetary limitations	5	45,5%
	Rarely	0	0,0%	Share with them up-to-date information and current activities of UNESCO	10	90,9%	Satisfied	7	63,6%	Shortage of staff	5	45,5%
	Sometimes	4	36,4%	Find national candidates for UNESCO's Prizes	11	100,0%	Very satisfied	0	0,0%	Lack of interest/ collaboration from Associations/Clubs	3	27,3%
	Most of the time	3	27,3%	Coordinate UNESCO's national networks (creative cities, learning cities, UNITWIN/ UNESCO Chairs, ASPnet, etc.)	10	90,9%	Not applicable	1	9,1%	Monitoring of the activities of the Associations/Clubs (use of UNESCO logo, etc)	6	54,5%
	Always	4	36,4%	Build the capacity of national stakeholders	6	54,5%				Not applicable	1	9,1%
	Total	11		Total	44		Total	11		Total	20	

*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 received.

REGION	7 - COOPERATION WITH NATIONAL STAKEHOLDERS OTHER THAN THE GOVERNMENTS											
	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 Associations/Clubs*	N.	%
Asia and the Pacific 21 National Commissions replied	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%
	Sometimes	6	28,6%	Find national candidates for UNESCO's Prizes	12	57,1%	Very satisfied	1	4,8%	Lack of interest/ collaboration from Associations/Clubs	3	14,3%
	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 Associations/Clubs (use of UNESCO logo, etc)	8	38,1%
	Always	4	19,0%	Build the capacity of national stakeholders	10	47,6%				Not applicable	3	14,3%
	Total	21		Total	63		Total	21		Total	34	
Europe and North America 27 National Commissions replied	Never	0	0,0%	Ask their opinion and expertise on UNESCO's issues	20	74,1%	Dissatisfied	5	18,5%	Budgetary limitations	7	25,9%
	Rarely	0	0,0%	Share with them up-to-date information and current activities of UNESCO	23	85,2%	Satisfied	10	37,0%	Shortage of staff	8	29,6%
	Sometimes	1	3,7%	Find national candidates for UNESCO's Prizes	13	48,1%	Very satisfied	5	18,5%	Lack of interest/ collaboration from Associations/Clubs	5	18,5%
	Most of the time	14	51,9%	Coordinate UNESCO's national networks (creative cities, learning cities, UNITWIN/ UNESCO Chairs, ASPnet, etc.)	26	96,3%	Not applicable	7	25,9%	Monitoring of the activities of the Associations/Clubs (use of UNESCO logo, etc)	6	22,2%
	Always	12	44,4%	Build the capacity of national stakeholders	18	66,7%				Not applicable	8	29,6%
	Total	27		Total	100		Total	27		Total	34	

*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 received.

REGION	7 - COOPERATION WITH NATIONAL STAKEHOLDERS OTHER THAN THE GOVERNMENTS											
	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 Associations/Clubs*	N.	%
Latin America and the Caribbean 12 National Commissions replied	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%
	Sometimes	2	16,7%	Find national candidates for UNESCO's Prizes	8	66,7%	Very satisfied	0	0,0%	Lack of interest/ collaboration from Associations/Clubs	1	8,3%
	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 Associations/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	
Total 101 National Commissions replied	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 UNESCO's Prizes	63	62,4%	Very satisfied	11	10,9%	Lack of interest/ collaboration from Associations/Clubs	19	18,8%
	Most of the time	45	44,6%	Coordinate UNESCO's national networks (creative cities, learning cities, UNITWIN/ UNESCO Chairs, ASPnet, etc.)	80	79,2%	Not applicable	15	14,9%	Monitoring of the activities of the Associations/Clubs (use of UNESCO logo, etc)	35	34,7%
	Always	32	31,7%	Build the capacity of national stakeholders	55	54,5%				Not applicable	16	15,8%
	Total	101		Total	345		Total	101		Total	153	

*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 received.

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

REGION	9 – PARTICIPATION OF NATIONAL COMMISSION IN PRIORITY ACTIONS OF UNESCO					
	Involvement in priority actions, initiatives, and international events of UNESCO	N.	%	If "not very involved" or "somewhat involved", reasons for lack of involvement*	N.	%
Africa 30 National Commissions replied	Not very involved	2	6,7%	Lack of Information	3	10,0%
	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%
	Well involved	9	30,0%	Lack of Time (other urgent tasks)	0	0,0%
				Other	0	0,0%
	Total	30		Total	15	
Arab States 11 National Commissions replied	Not very involved	0	0,0%	Lack of Information	1	33,3%
	Somewhat involved	3	27,3%	Not Officially Invited	2	66,7%
	Moderately involved	1	9,1%	Lack of (financial and human) Resources	3	100,0%
	Well involved	7	63,6%	Lack of Time (other urgent tasks)	1	33,3%
				Other	0	0,0%
	Total	11		Total	7	
Asia and the Pacific 21 National Commissions replied	Not very involved	1	4,8%	Lack of Information	1	14,3%
	Somewhat involved	6	28,6%	Not Officially Invited	2	28,6%
	Moderately involved	10	47,6%	Lack of (financial and human) Resources	5	71,4%
	Well involved	4	19,0%	Lack of Time (other urgent tasks)	2	28,6%
				Other	1	14,3%
	Total	21		Total	11	
Europe and North America 27 National Commissions replied	Not very involved	1	3,7%	Lack of Information	3	27,3%
	Somewhat involved	10	37,0%	Not Officially Invited	3	27,3%
	Moderately involved	10	37,0%	Lack of (financial and human) Resources	8	72,7%
	Well involved	6	22,2%	Lack of Time (other urgent tasks)	6	54,5%
				Other	1	9,1%
	Total	27		Total	21	
Latin America and the Caribbean 12 National Commissions replied	Not very involved	1	8,3%	Lack of Information	1	25,0%
	Somewhat involved	3	25,0%	Not Officially Invited	1	25,0%
	Moderately involved	3	25,0%	Lack of (financial and human) Resources	3	75,0%
	Well involved	5	41,7%	Lack of Time (other urgent tasks)	0	0,0%
				Other	1	25,0%
	Total	12		Total	6	
Total 101 National Commissions replied	Not very involved	5	5,0%	Lack of Information	9	25,0%
	Somewhat involved	31	30,7%	Not Officially Invited	10	27,8%
	Moderately involved	34	33,7%	Lack of (financial and human) Resources	29	80,6%
	Well involved	31	30,7%	Lack of Time (other urgent tasks)	9	25,0%
				Other	3	8,3%
	Total	101		Total	60	

*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 received.

REGION	10 – FUTURE PRIORITIES					
	Roles to be strengthened in the future*	N.	%	Future priorities*	N.	%
Africa 30 National Commissions replied	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%
	Consultation role	16	53,3%	Strengthening expertise and building capacities of the staff	26	86,7%
	Representative and Executive role	19	63,3%	Other	0	0,0%
	Information Role	15	50,0%			
	Other	0	0,0%			
	Total	82		Total	72	
Arab States 11 National Commissions replied	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%
	Consultation role	7	63,6%	Strengthening expertise and building capacities of the staff	10	90,9%
	Representative and Executive role	6	54,5%	Other	0	0,0%
	Information Role	6	54,5%			
	Other	0	0,0%			
	Total	29		Total	26	
Asia and the Pacific 21 National Commissions replied	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%
	Consultation role	16	76,2%	Strengthening expertise and building capacities of the staff	14	66,7%
	Representative and Executive role	11	52,4%	Other	0	0,0%
	Information Role	7	33,3%			
	Other	0	0,0%			
	Total	57		Total	40	
Europe and North America 27 National Commissions replied	Liaison role	9	33,3%	Improving the impact and visibility of the activities and projects	24	88,9%
	Coordination role	8	29,6%	Mobilizing financial resource	10	37,0%
	Consultation role	14	51,9%	Strengthening expertise and building capacities of the staff	13	48,1%
	Representative and Executive role	13	48,1%	Other	2	7,4%
	Information Role	12	44,4%			
	Other	2	7,4%			
	Total	58		Total	49	
Latin America and the Caribbean 12 National Commissions replied	Liaison role	6	50,0%	Improving the impact and visibility of the activities and projects	11	91,7%
	Coordination role	5	41,7%	Mobilizing financial resource	8	66,7%
	Consultation role	6	50,0%	Strengthening expertise and building capacities of the staff	6	50,0%
	Representative and Executive role	5	41,7%	Other	0	0,0%
	Information Role	5	41,7%			
	Other	1	8,3%			
	Total	28		Total	25	
Total 101 National Commissions replied	Liaison role	41	40,6%	Improving the impact and visibility of the activities and projects	83	82,2%
	Coordination role	52	51,5%	Mobilizing financial resource	58	57,4%
	Consultation role	59	58,4%	Strengthening expertise and building capacities of the staff	69	68,3%
	Representative and Executive role	54	53,5%	Other	2	2,0%
	Information Role	45	44,6%			
	Other	3	3,0%			
	Total	254		Total	212	

*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 received.

REGION	11 – MOBILITY/ROTATION					
	Frequency of personnel movement	N.	%	Reasons for personnel movement	N.	%
Africa 30 National Commissions replied	Yearly	2	6,7%	Mobility Policy at the Secretariat of the National Commission	4	13,3%
	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	
Arab States 11 National Commissions replied	Yearly	1	9,1%	Mobility Policy at the Secretariat of the National Commission	1	9,1%
	Once every 2 years	1	9,1%	Personal Reason(s)	5	45,5%
	Once every 3 years	0	0,0%	Rotation Policy at the Supervising Ministry	1	9,1%
	Once every 4 years or more	9	81,8%	Other	4	36,4%
	Total	11		Total	11	
Asia and the Pacific 21 National Commissions replied	Yearly	3	14,3%	Mobility Policy at the Secretariat of the National Commission	3	14,3%
	Once every 2 years	2	9,5%	Personal Reason(s)	3	14,3%
	Once every 3 years	4	19,0%	Rotation Policy at the Supervising Ministry	10	47,6%
	Once every 4 years or more	12	57,1%	Other	5	23,8%
	Total	21		Total	21	
Europe and North America 27 National Commissions replied	Yearly	2	7,4%	Mobility Policy at the Secretariat of the National Commission	1	3,7%
	Once every 2 years	5	18,5%	Personal Reason(s)	12	44,4%
	Once every 3 years	3	11,1%	Rotation Policy at the Supervising Ministry	10	37,0%
	Once every 4 years or more	17	63,0%	Other	4	14,8%
	Total	27		Total	27	
Latin America and the Caribbean 12 National Commissions replied	Yearly	0	0,0%	Mobility Policy at the Secretariat of the National Commission	1	8,3%
	Once every 2 years	2	16,7%	Personal Reason(s)	2	16,7%
	Once every 3 years	2	16,7%	Rotation Policy at the Supervising Ministry	6	50,0%
	Once every 4 years or more	8	66,7%	Other	3	25,0%
	Total	12		Total	12	
Total 101 National Commissions replied	Yearly	8	7,9%	Mobility Policy at the Secretariat of the National Commission	10	9,9%
	Once every 2 years	12	11,9%	Personal Reason(s)	31	30,7%
	Once every 3 years	11	10,9%	Rotation Policy at the Supervising Ministry	36	35,6%
	Once every 4 years or more	70	69,3%	Other	24	23,8%
	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 received.

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”.

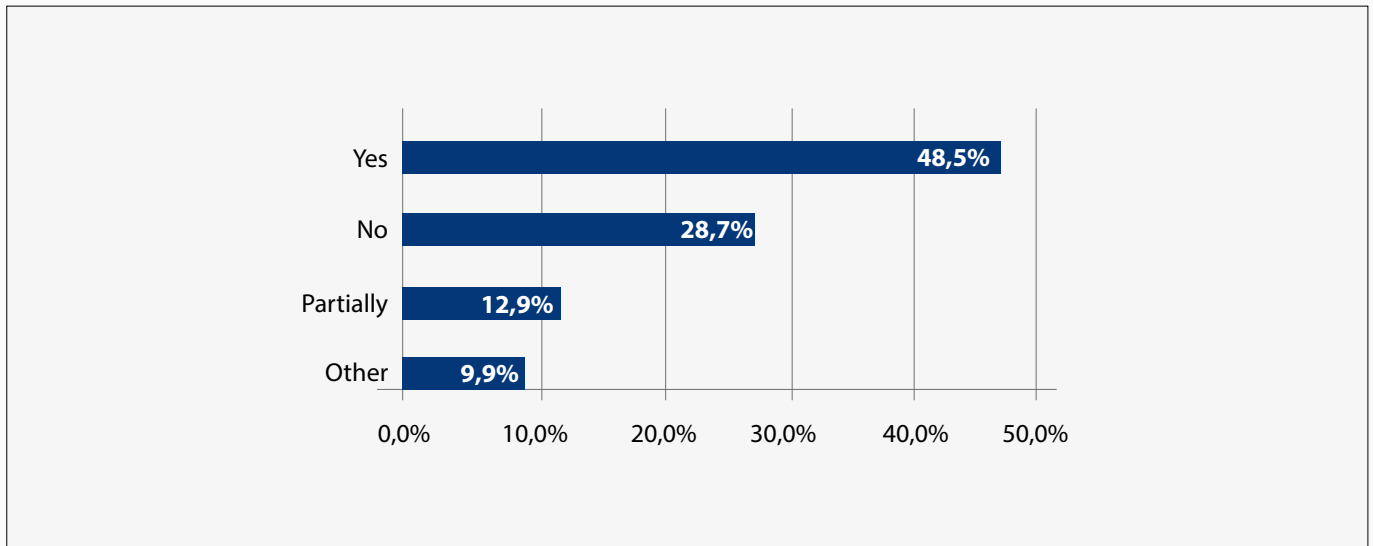


Figure 2: Adoption or update of legal administrative instruments since 2013

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 7,9% - “Other”.

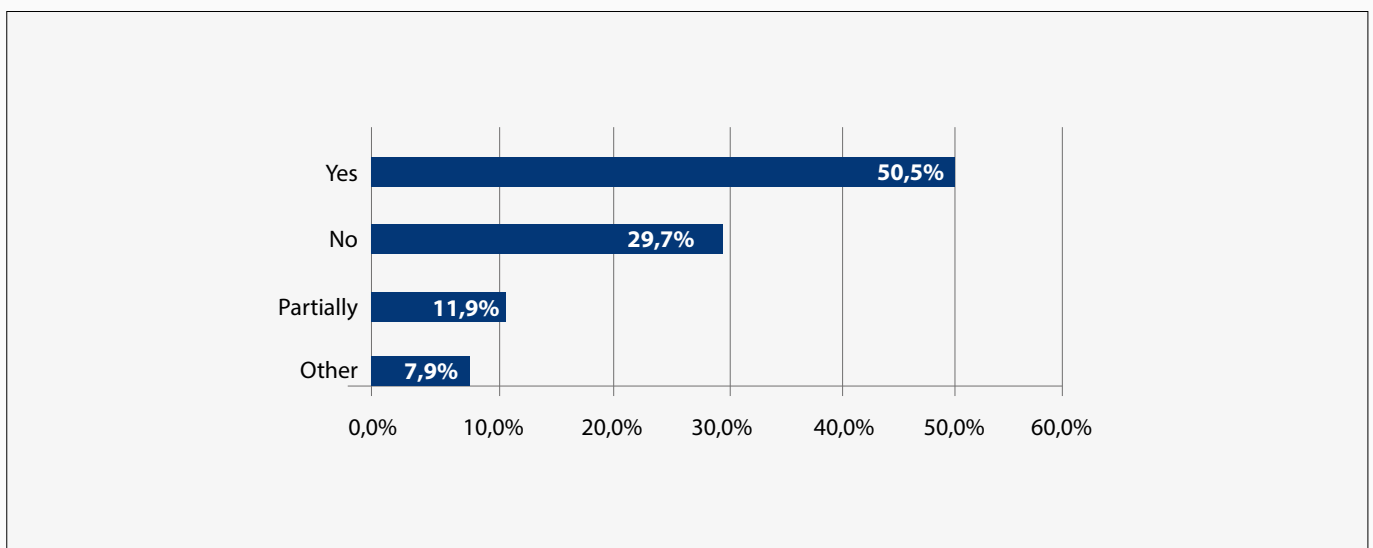


Figure 3: Review of the status and structure of the National Commission since 2013

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.

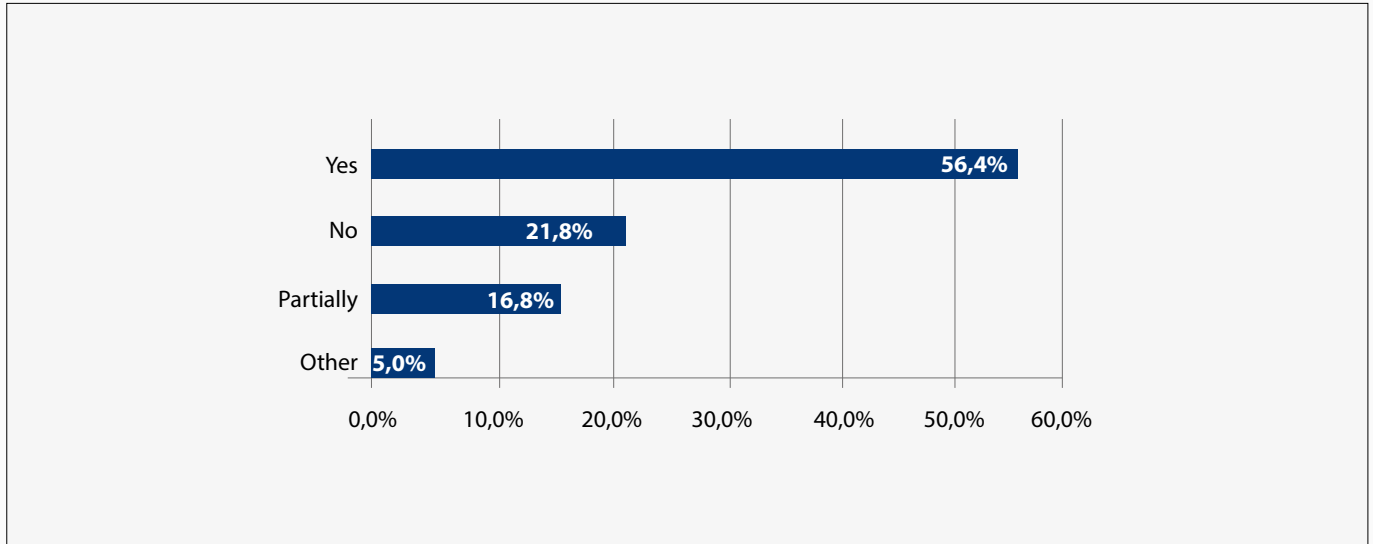


Figure 4: Involvement and support towards other National Commissions

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".

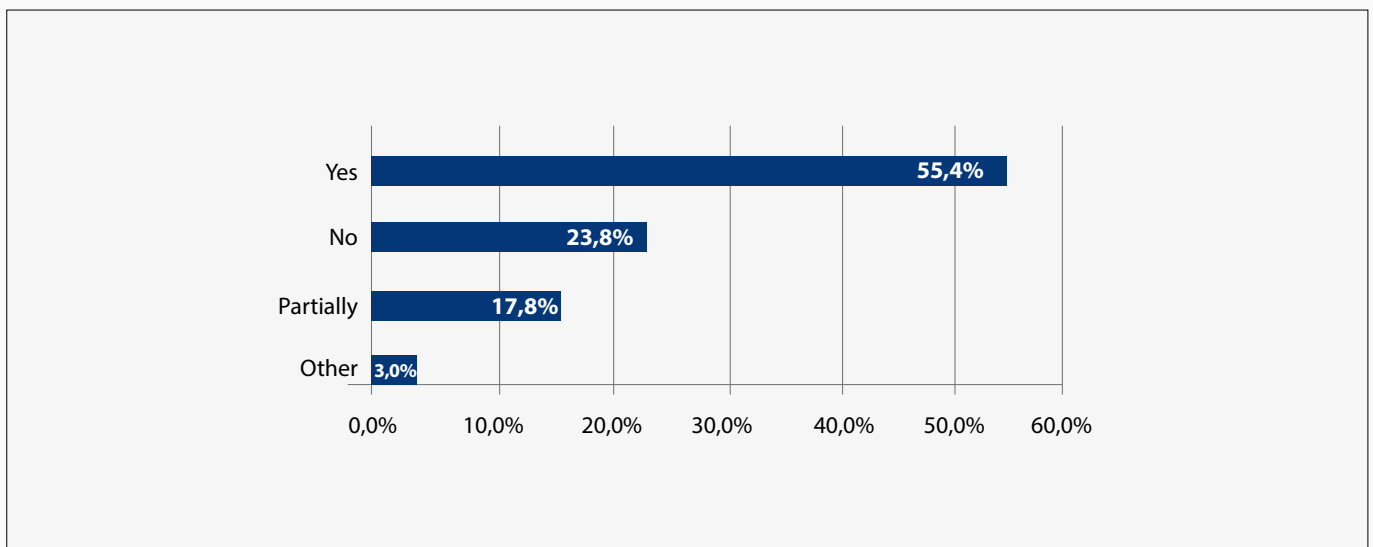


Figure 5: Mechanism of interaction with the UNESCO field Office

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”.

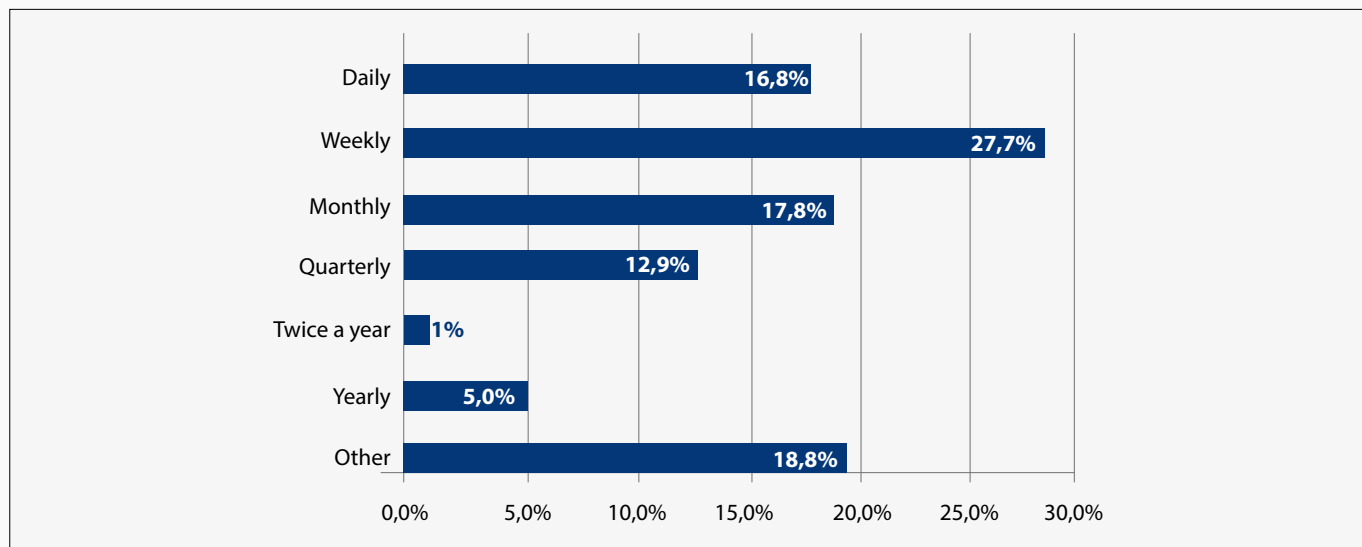


Figure 6: Frequency of consultations between the National Commission and its Chairperson/President

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”.

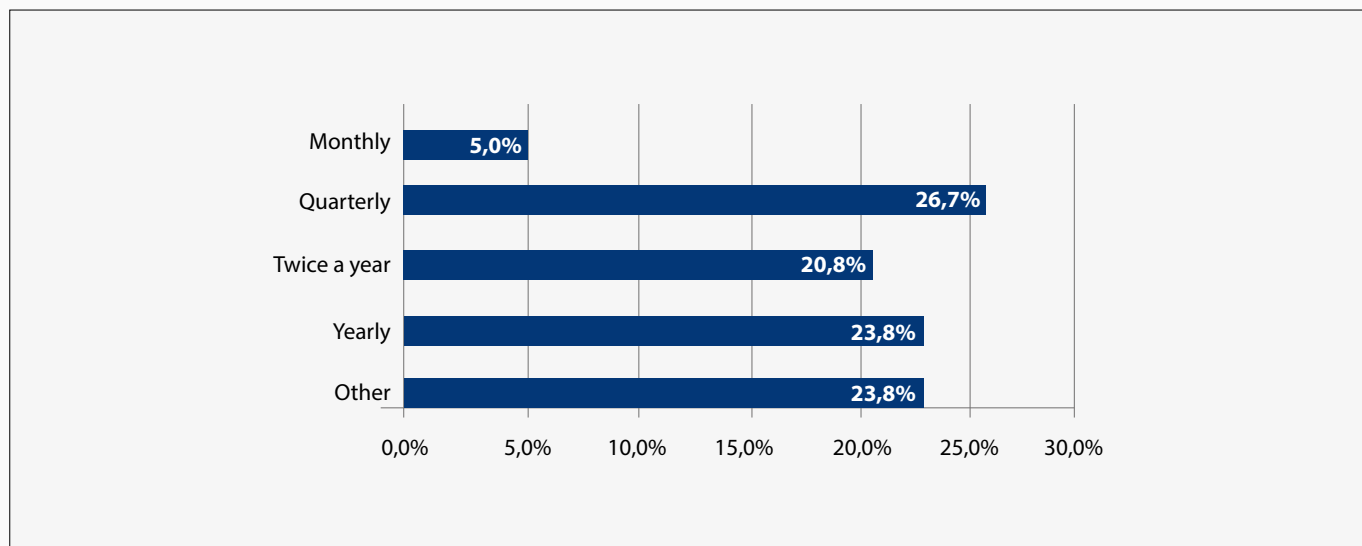


Figure 7: Frequency of consultation meetings of the National Commissions' General Assembly/Executive Committee/Standing Committee

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.

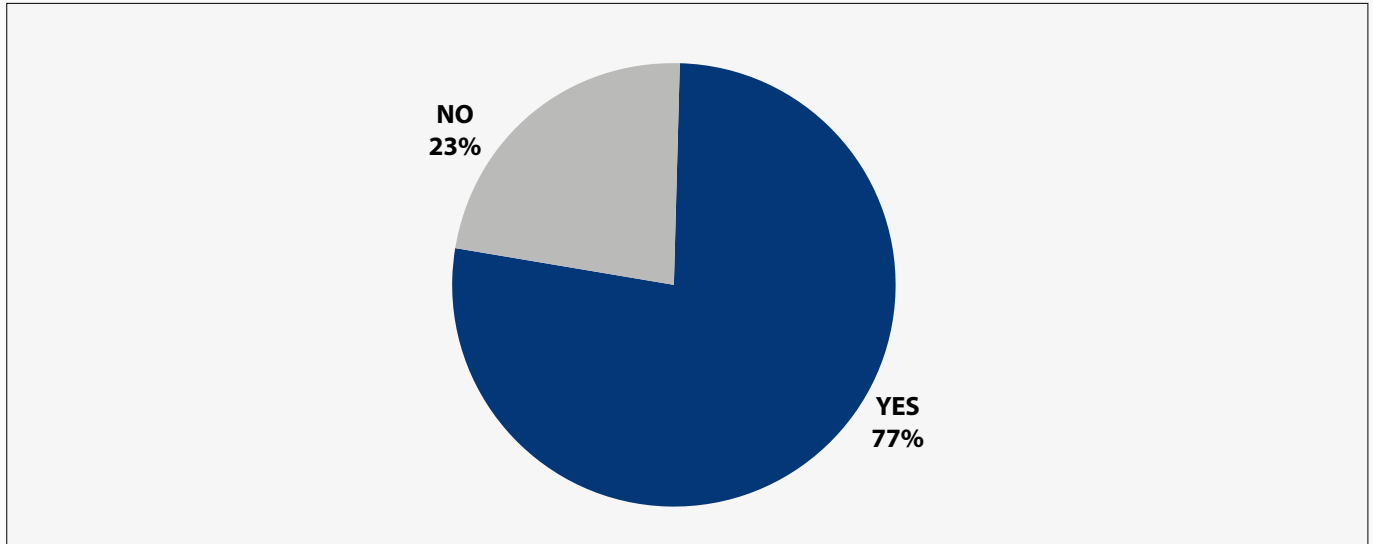


Figure 8: Project implementation on a regular basis

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).

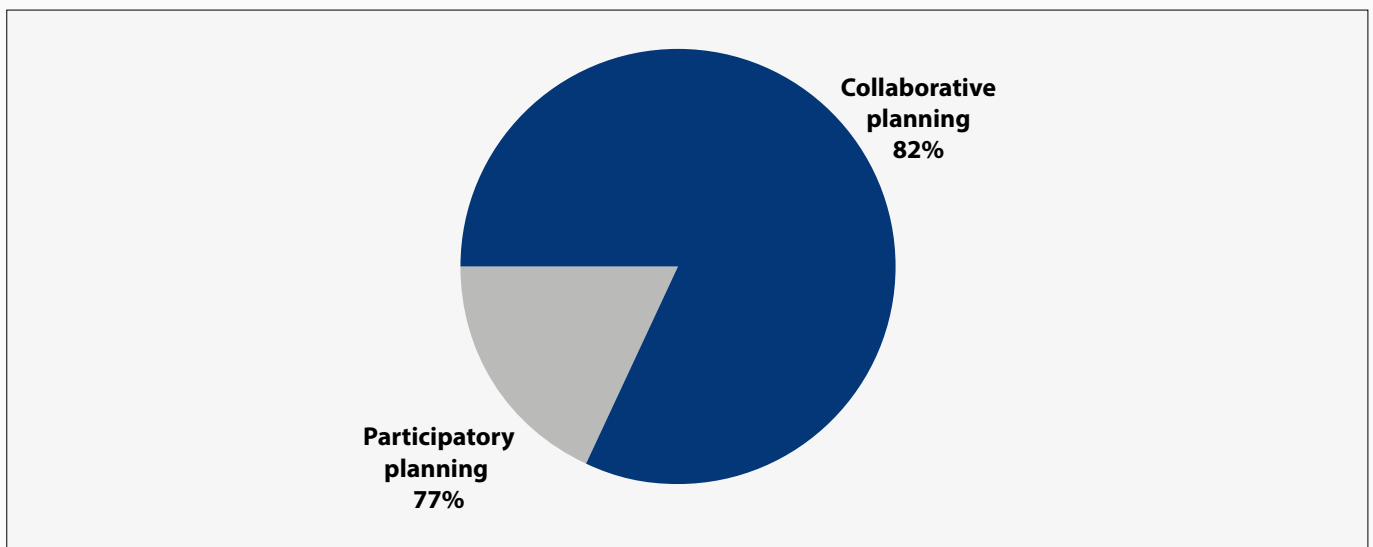


Figure 9: Project implementation planning

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.

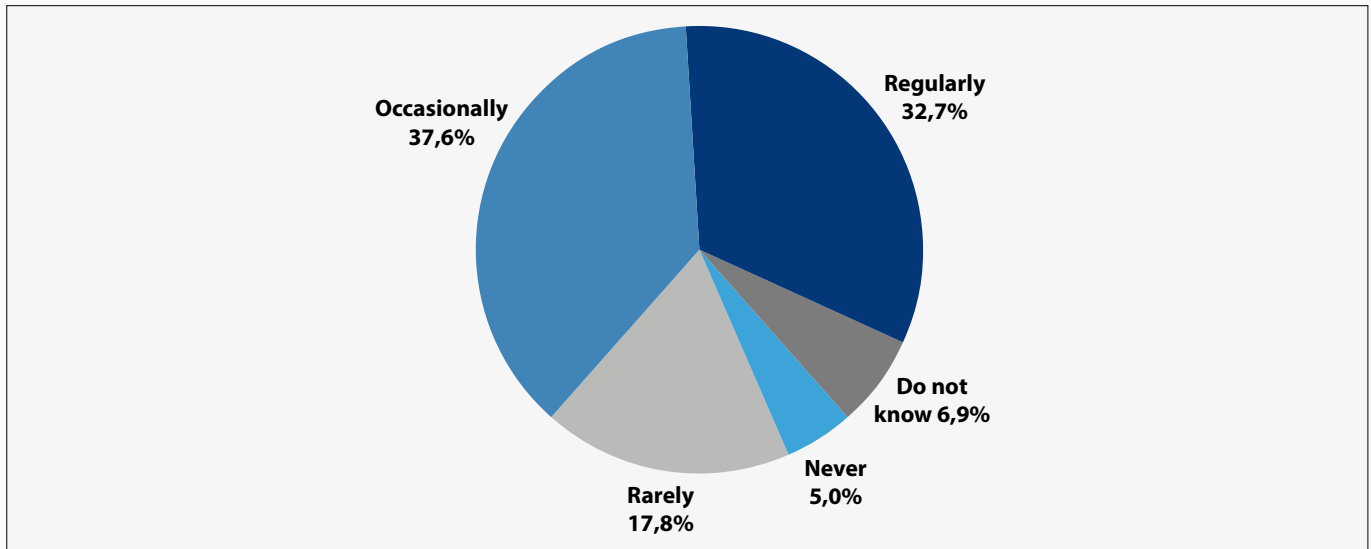


Figure 10: Design tools/principles (i.e. Results-Based Management)

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".

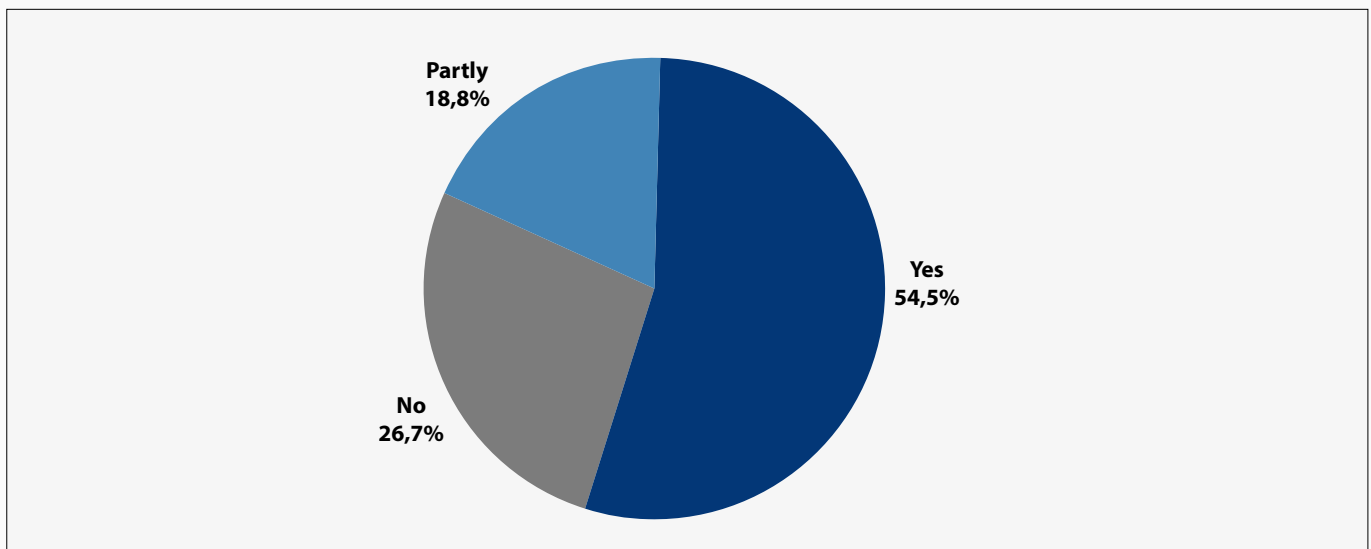


Figure 11: Teleconference equipment

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%).

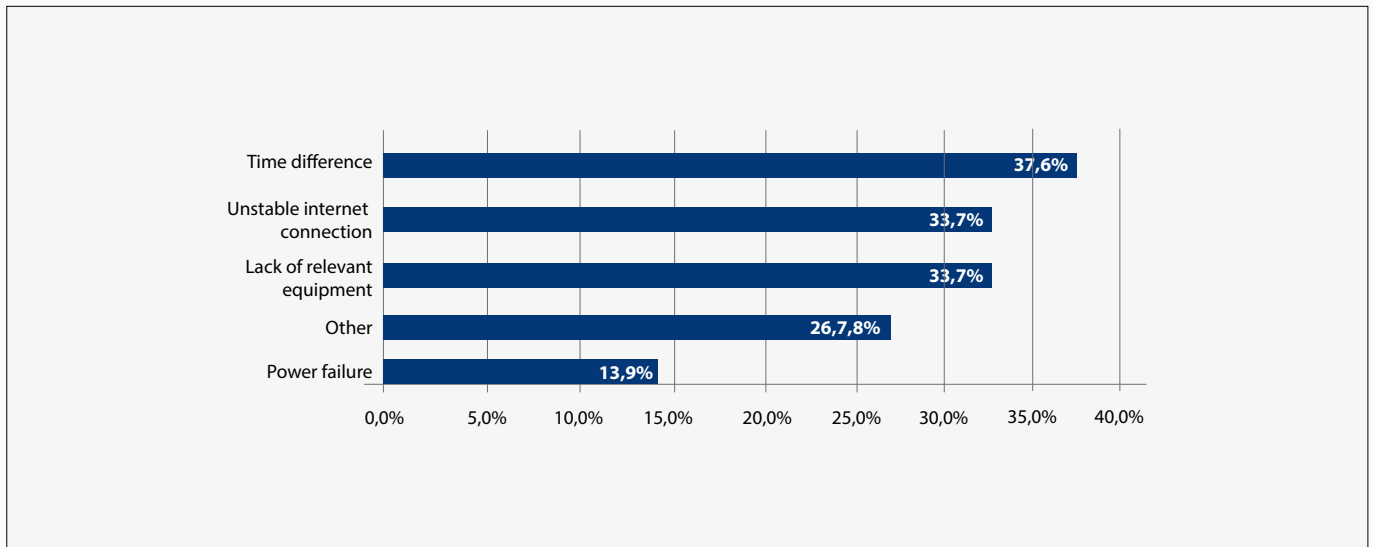


Figure 12: Biggest challenges in teleworking

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%).

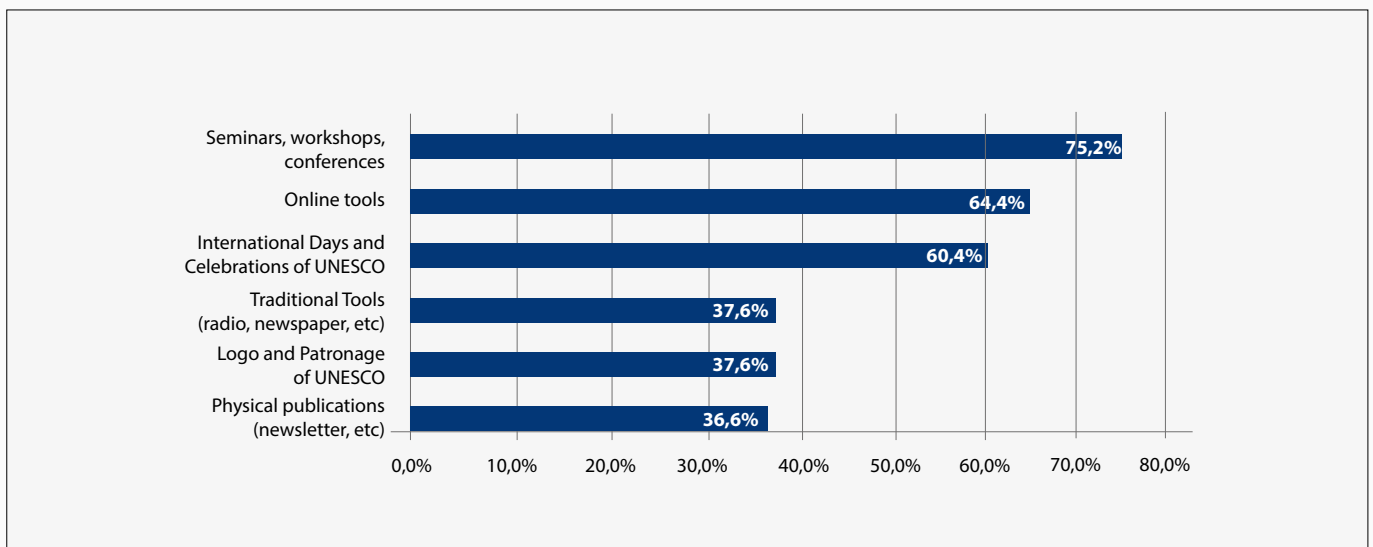


Figure 13: Means of communication

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%).

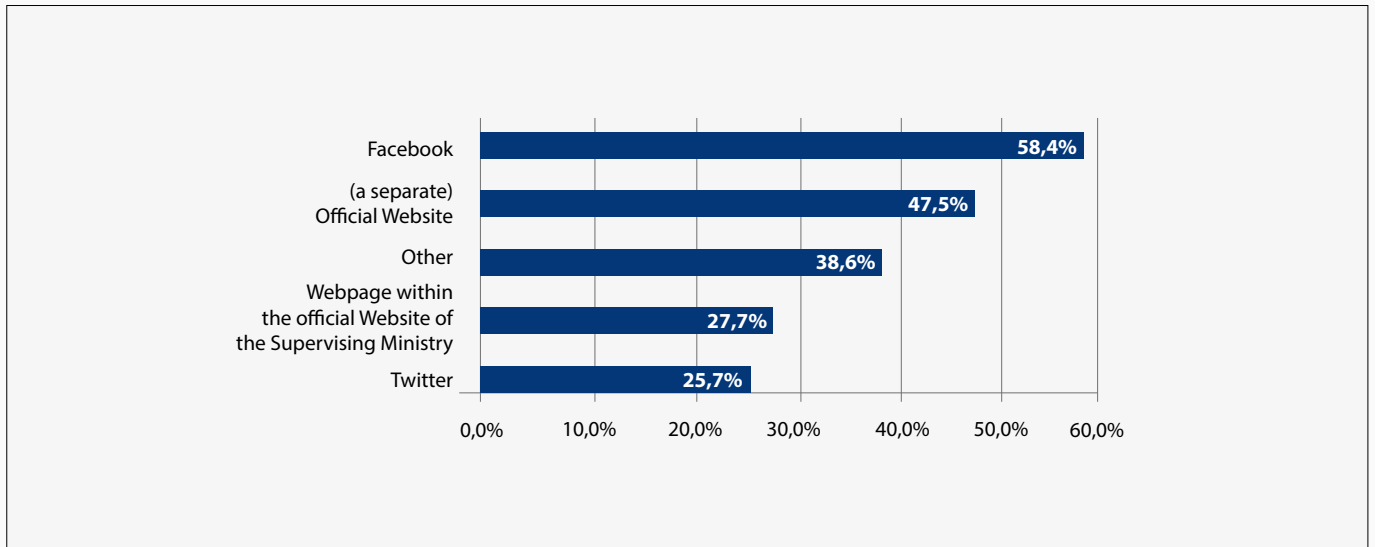


Figure 14: Online communication tools

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%).

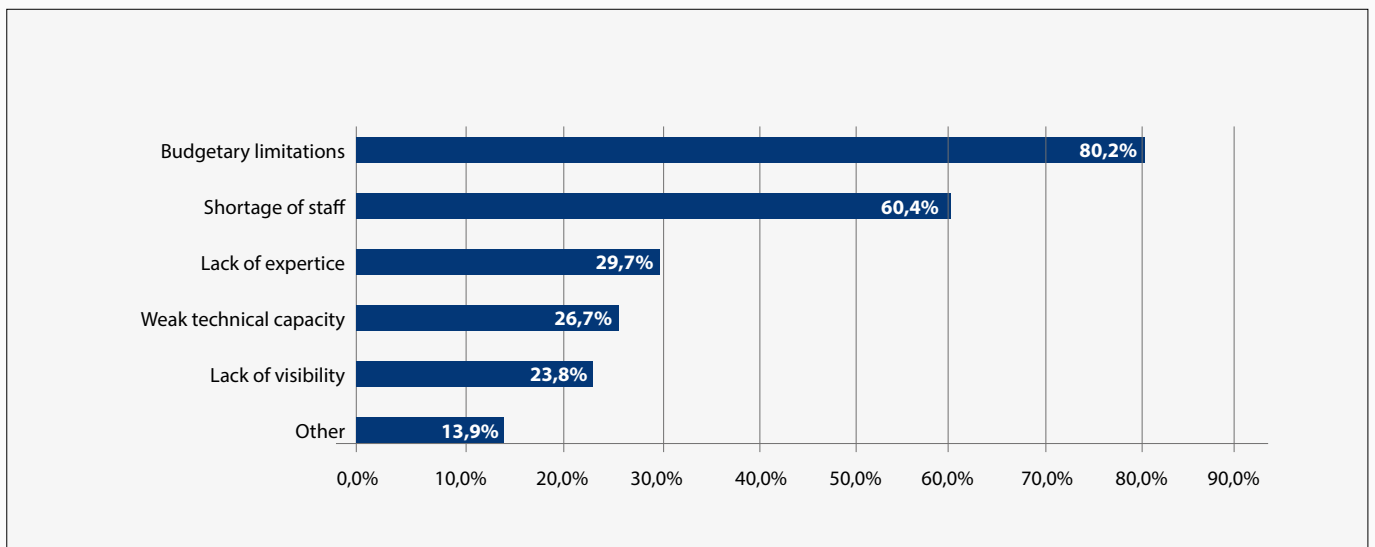


Figure 15: Major daily challenges

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%).

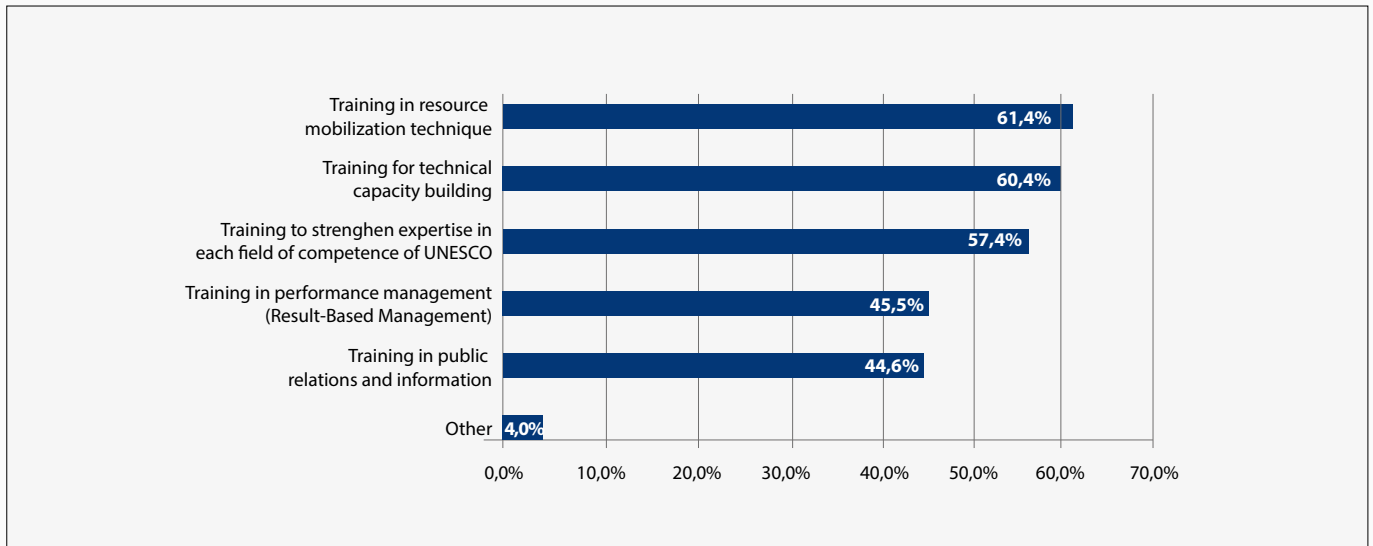


Figure 16: Training requirements

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".

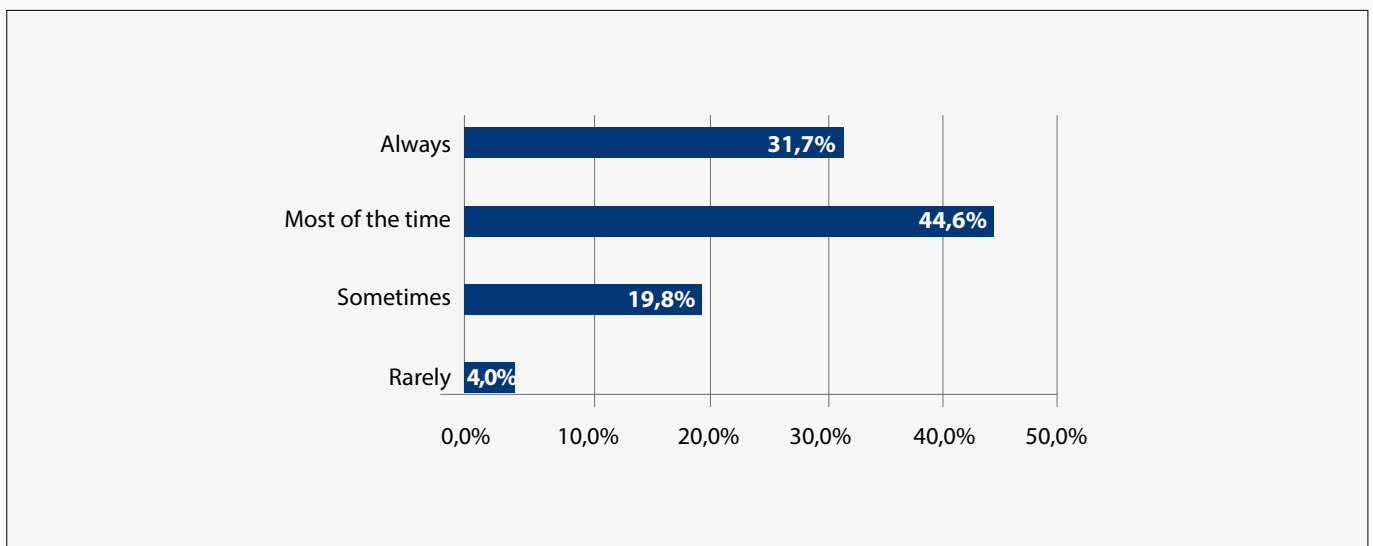


Figure 17: Interaction with civil society and academia

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%).

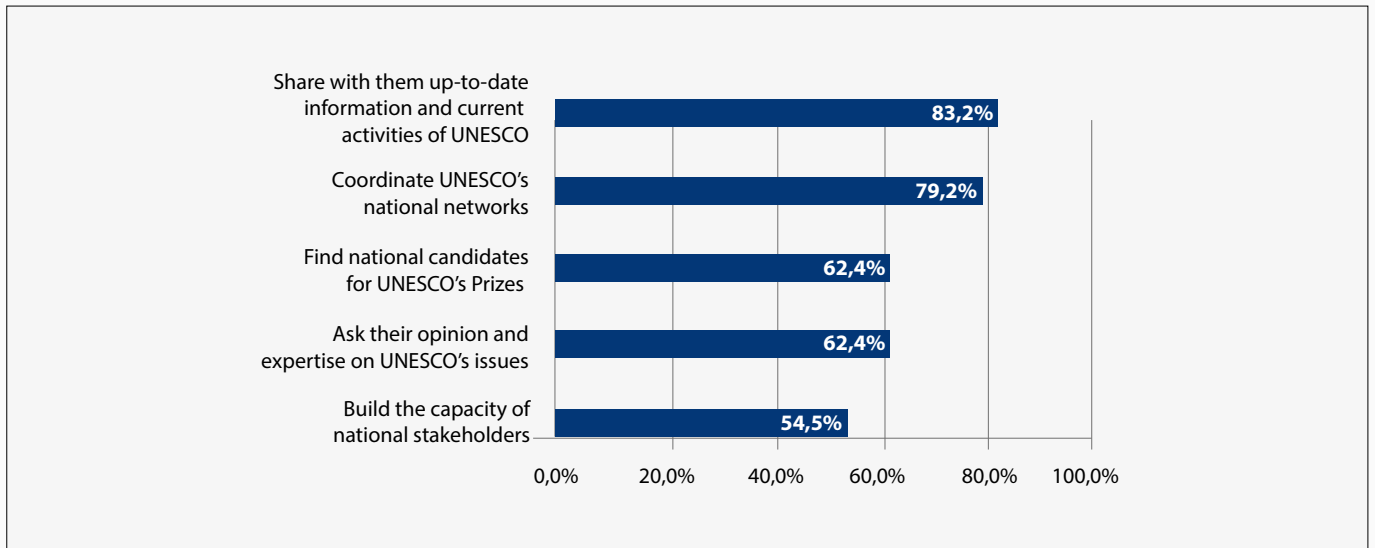


Figure 18: Main purpose of interaction with civil society and academia

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).

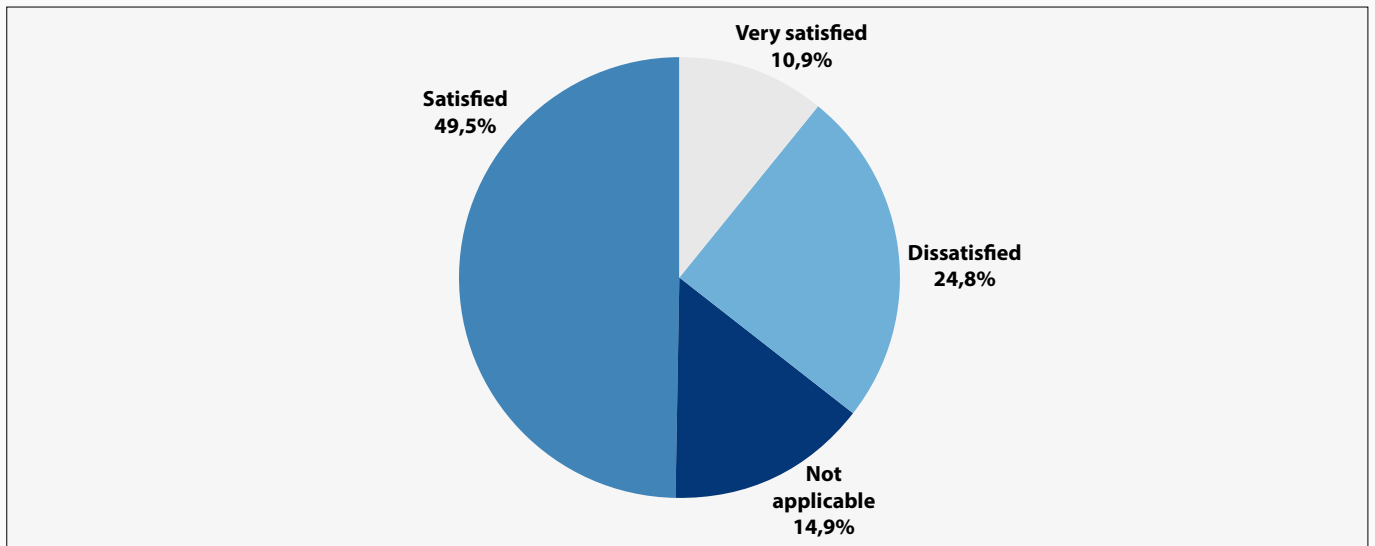


Figure 19: Partnership with UNESCO Associations/Clubs

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).

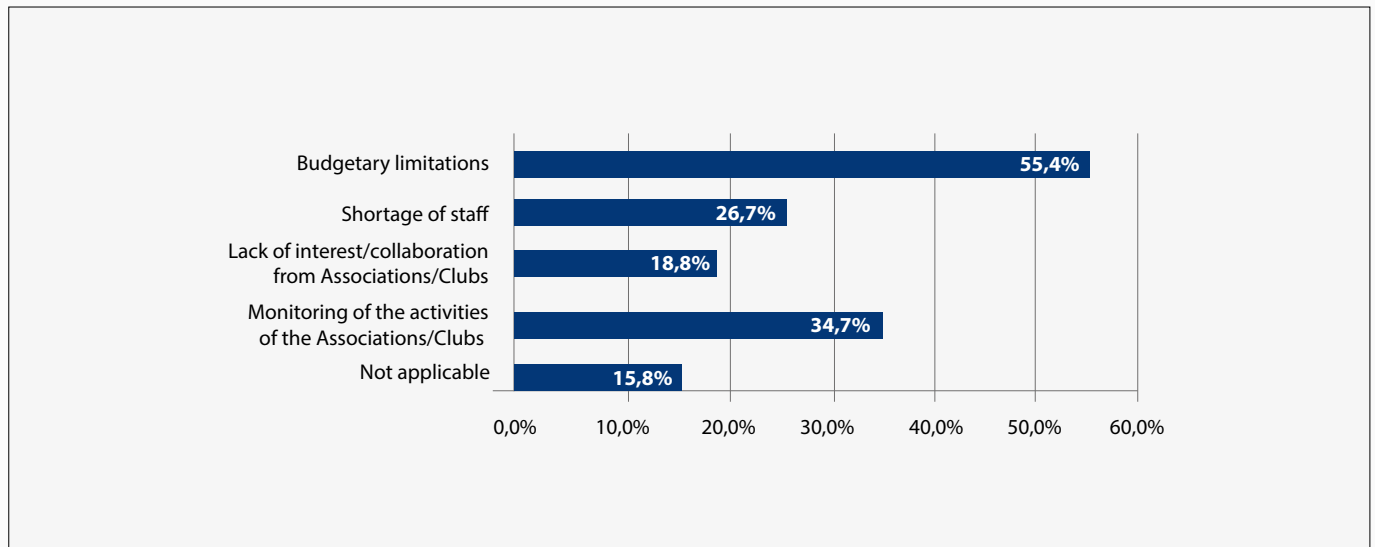


Figure 20: Major daily challenges in working with UNESCO Associations/Clubs

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.

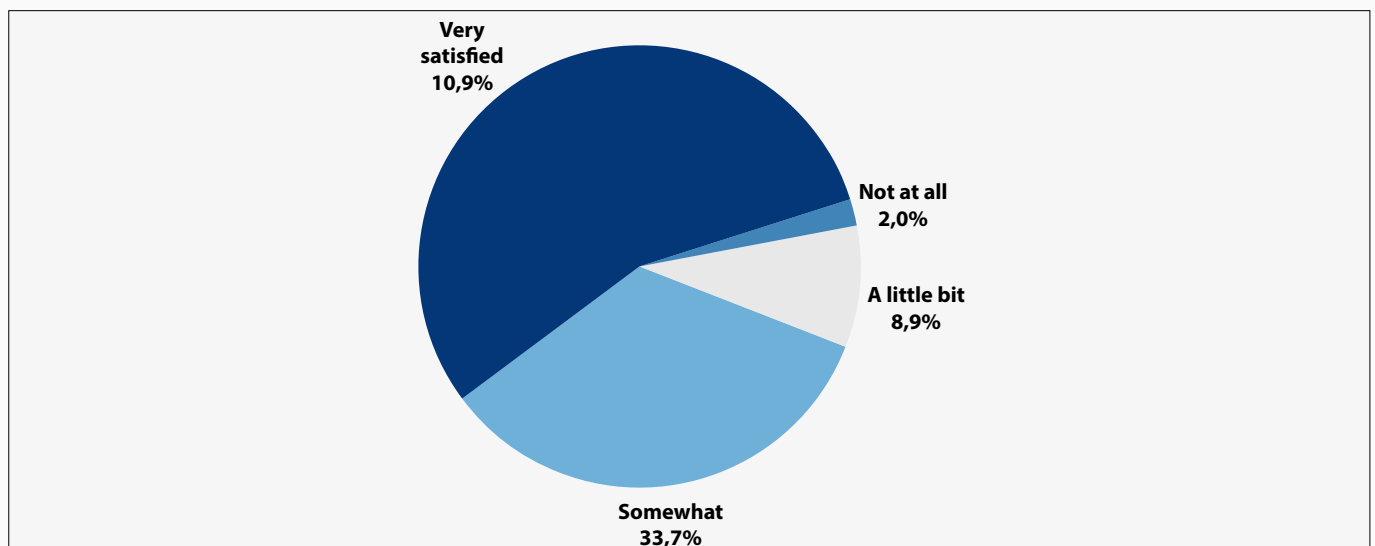


Figure 21: Alignment with UNESCO's Global Priorities and priority groups

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”.

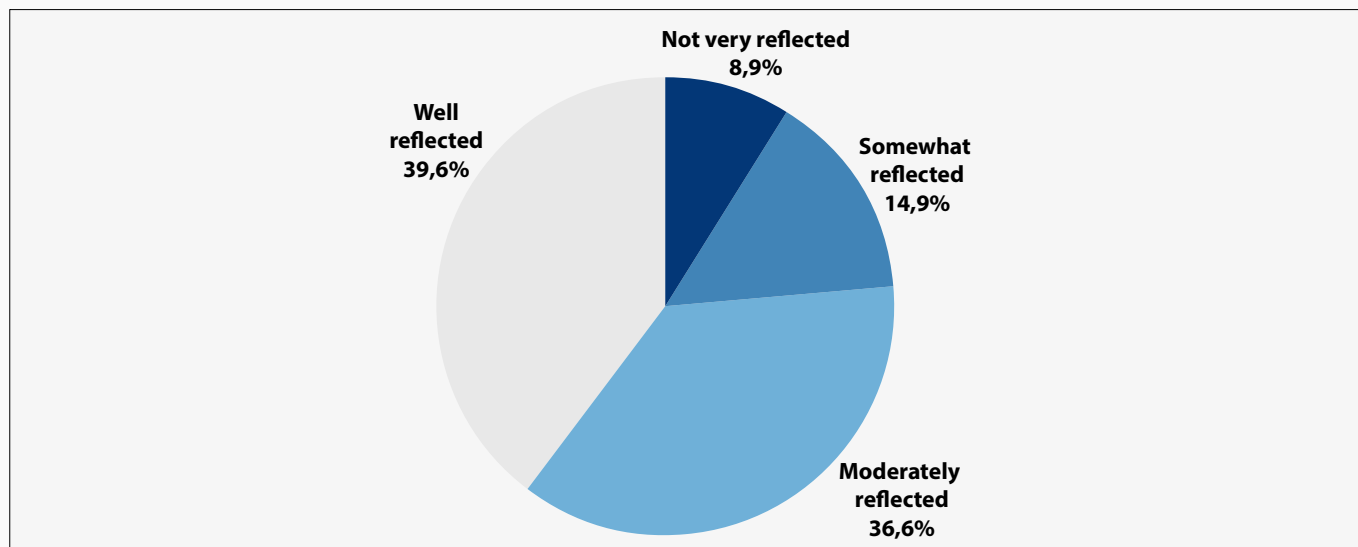


Figure 22: Reflection of UNESCO's priorities in activities and projects

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.

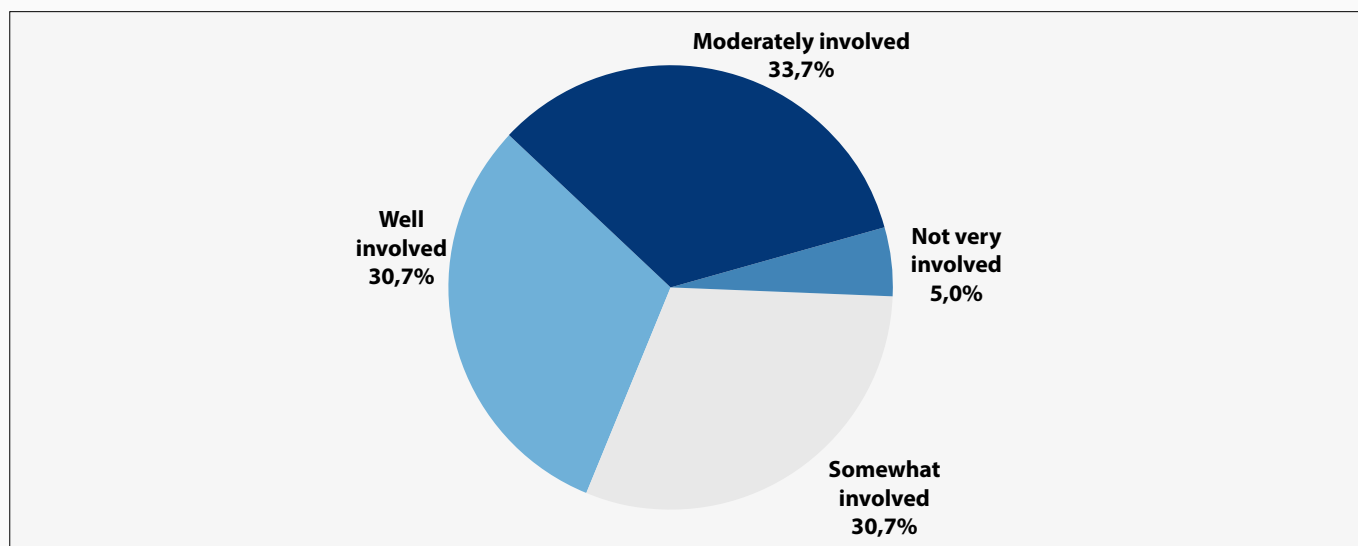


Figure 23: Involvement in priority actions, initiatives, and international events of UNESCO

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%).

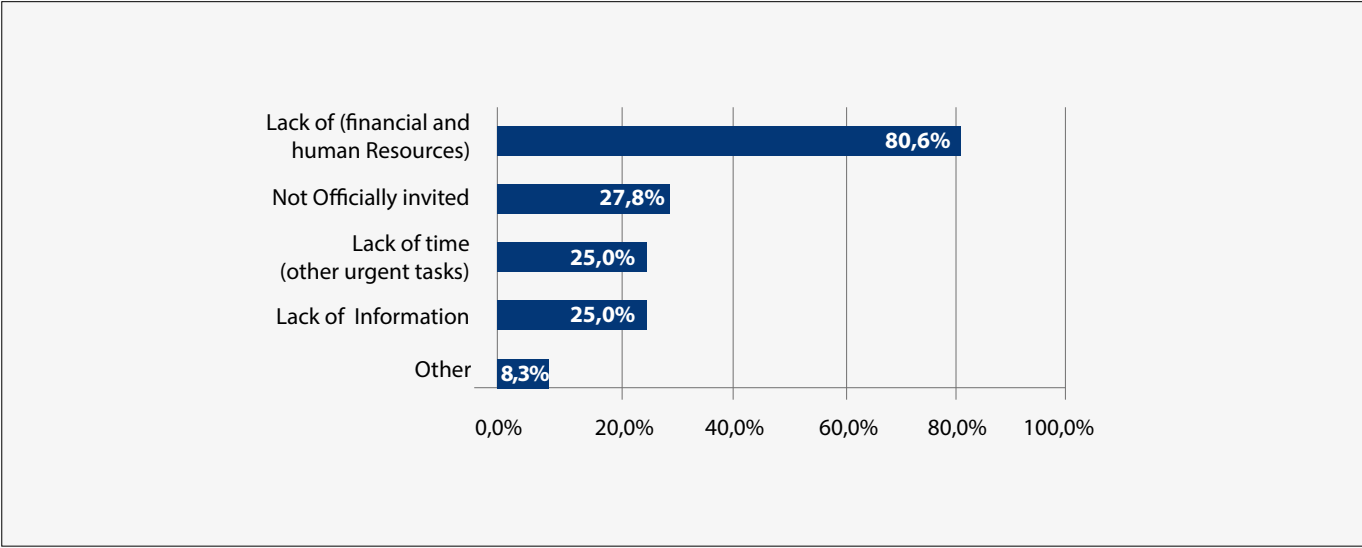


Figure 24: Reasons for lack of involvement

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%).

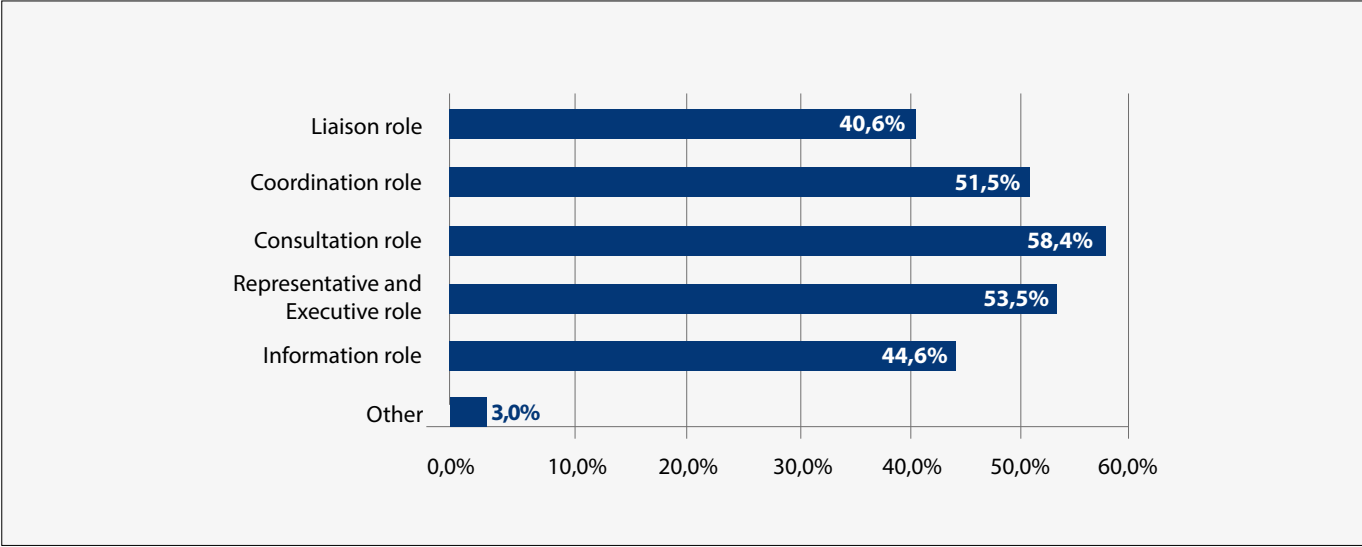


Figure 25: Roles to be strengthened in the future

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 (57,4%) and others (2,0%).

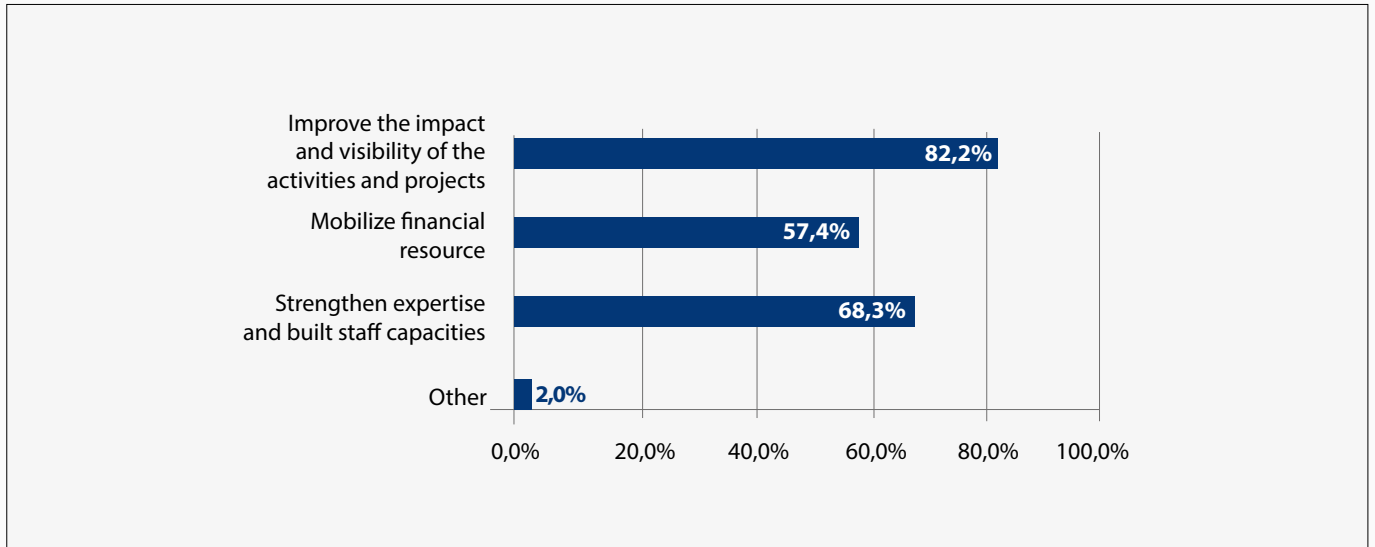


Figure 26: Future priorities

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.

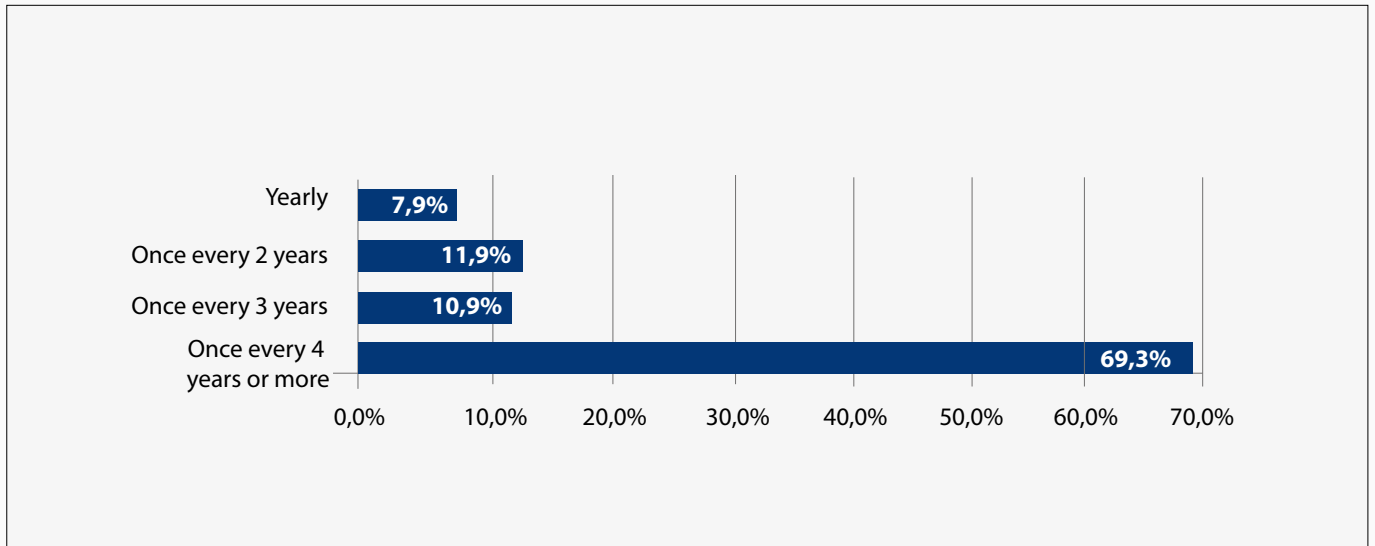


Figure 27: Frequency of personnel movement

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%).

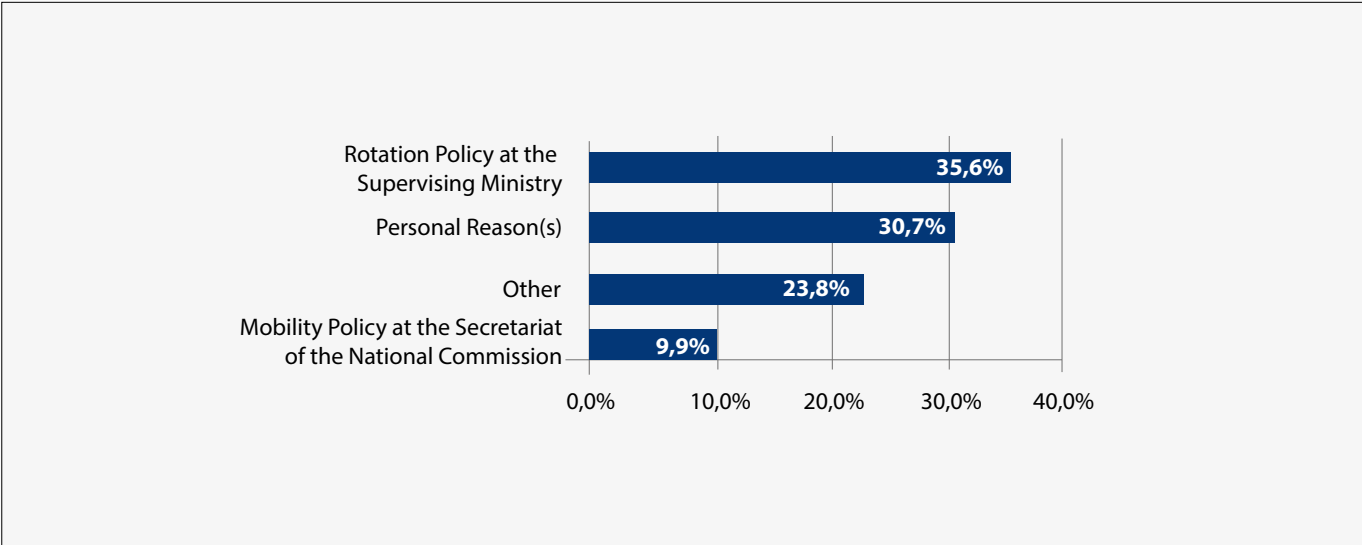


Figure 28: Reasons for personnel movement

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.

Has your 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, newspaper, etc.)
- Online Tools

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 was 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.)

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 National Commission on a rotational basis.)

LIST OF ACRONYMS

AI	Artificial Intelligence	IIEP	International Institute for Educational Planning
ALECSO	Arab League Educational, Cultural and Scientific Organization	IOC	Intergovernmental Oceanographic Commission
APCEIU	Asia-Pacific Centre of Education for International Understanding	IPDC	International Programme for the Development of Communication
APX	Financial, administrative and general questions, programme support and external relations	MAB	Man and the Biosphere programme
ASPnet	UNESCO Associated Schools Network	MBSSE	Ministry of Basic and Senior Secondary Education (Sierra Leone)
CCNB	National Consultative Bioethics Committee	MIC	Ministry of Information and Communications (Sierra Leone)
CEO	Chief executive officer	MINEPS	International Conference of Ministers and Senior Officials Responsible for Physical Education and Sport
CI	Communication and Information	MoE	Ministry of Education
CIGEPS	Intergovernmental Committee for Physical Education and Sport	MOST	Intergovernmental Programme for Management of Social Transformations
COMEST	World Commission on the Ethics of Scientific Knowledge and Technology	MOW	Memory of the World
CONALMEX	Mexican Commission for Cooperation with UNESCO	MSWGCA	Ministry of Social Welfare, Gender and Children's Affairs (Sierra Leone)
CONCYTEC	Council for Science, Technology and Technological Innovation	MTHE	Ministry of Technical and Higher Education (Sierra Leone)
CSO	Civil society organization	MYS	Ministry of Youth Affairs (Sierra Leone)
DSA	Daily subsistence allowance	NaCCED	National Council for Civic Education and Development (Sierra Leone)
EFA	Education for All	NGO	Non-governmental Organization
ESD	Education for Sustainable Development	RBM	Results-based management
EUR	Euros	SDG	Sustainable Development Goals
FTE	Full-time employee	SDG4	Sustainable Development Goal 4: Quality Education
HQ	Headquarters	SIDS	Small Island Developing States
IBC	International Bioethics Committee	STEM	Science, Technology, Engineering and Mathematics
IBSP	International Basic Sciences Programme	TVET	Technical and Vocational Education and Training
ICC	International Co-ordinating Council	UCCN	UNESCO Creative Cities Network
ICH	Intangible Cultural Heritage	UGGp	UNESCO Global Geoparks
ICESCO	Islamic World Educational Scientific and Cultural Organization	UNEVOC	International Centre for Technical and Vocational Education and Training
ICOM	International Council of Museums	UNICEF	United Nations Children's Fund
ICOMOS	International Council on Monuments and Sites	UNITWIN	University Twinning and Networking Programme
ICT	Information and Communication Technology	UNLD	United Nations Literacy Decade
IFAP	Information for All Programme	USD	United States dollar
IFCD	International Fund for Cultural Diversity	WHC	World Heritage Convention
IGCP	International Geoscience Programme		
IGGP	International Geoscience and Geoparks Programme		
IHP	Intergovernmental Hydrological Programme		

