

Do you have any comments or suggestions on the staffing and provisions for programme activities for cluster and national offices and regional bureaux?

17. The **National Commissions** as a constituent element of UNESCO have a critical role to play in the conceptualization, implementation and delivery of UNESCO's programmes. Efforts will continue to enable them to fully discharge their role as bodies for consultation, liaison, information, evaluation and programme execution, while expanding their field of action to include the search for funding and the mobilization of new partnerships.

What measures or new initiatives could be adopted to ensure an effective interaction between National Commissions and the Secretariat, in particular cluster and national offices and regional bureaux, and help increase the impact and visibility of the Organization's action at regional/country level?

18. Given the magnitude of needs and expectations to be addressed, **partnerships, alliances** and other cooperative mechanisms with other **intergovernmental organizations, non-governmental organizations, actors of civil society and the private sector**, are powerful instruments for ensuring a coherent and coordinated response to those needs, based on a more effective distribution of labour, experience and resources. The Organization will continue to cooperate and coordinate its activities with other members of the **United Nations system**, thus contributing to its strengthening, through complementary interventions, especially as regards the pursuit of MDGs. At the country level, focus will be on joint programming of development cooperation in the context of the **Common Country Assessment (CCA)** and **United Nations Development Assistance Framework (UNDAF)** instruments; the **World Bank/IMF Comprehensive Development Framework (CDF)** and **Poverty Reduction Strategy Papers (PRSP)** instruments. UNESCO will also support efforts aimed at involving major bilateral donors in joint programming at the country level.

19. **Extrabudgetary contributions** – from the United Nations bilateral donors, multilateral development banks, foundations and other civil society actors and the private sector – will continue to be a major source of support enabling UNESCO to achieve its objectives and accomplish the necessary outreach and impact, especially at the regional and country levels. A key requirement will be an increased harmonization between the strategic objective of document 31 C/5 Approved, the priorities of the regular programme and budget and the activities proposed for extrabudgetary funding. The mandated **context map** will in future Programme and Budget documents identify more explicitly the partners to be associated and their respective roles and contribution.

What further steps should be taken to better reflect in future programming the link and complementarity between regular programme and extrabudgetary activities?