

UNFPA

Policies and Procedures Manual

Policy and Procedures for UNFPA's Work with

Goodwill Ambassadors and other Celebrity Spokespersons

Communication

Policy Title	Policy and Procedures for UNFPA's Work with Goodwill Ambassadors and other Celebrity Spokespersons
Previous title (if any)	Celebrity Spokesperson Programme
Policy objective	To help UNFPA and its messages reach large new audiences and advocate for new thinking relating to our mandate using prominent and respected third-party endorsers
Target audience	Division of Communications and Strategic Partnerships, Regional Directors, Representatives, Country Directors, Regional Communication Advisers, Communications Focal Points
Risk control matrix	Control activities that are part of the process are detailed in the Risk Control Matrix
Checklist	N/A
Effective date	30 July 2021
Revision history	Issued: December 2006 Revision 1: 30 July 2021
Mandatory review date	July 2024 (3 years from latest revision)
Policy owner unit	Media and Communications Branch
Approval	Link to signed approval template

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I. PURPOSE

The goals of the UNFPA Goodwill Ambassadors and other Celebrity Spokespersons and influencers Programme are to:

- Reach large, new audiences and create greater public awareness of the importance of sexual and reproductive health and reproductive rights, UNFPA and its mandate.
- Raise awareness among the public and global decision makers of the need to end unmet need for family planning, preventable maternal deaths and harmful practices against women and girls.
- Remind donor governments and partners of the commitments they made to women and girls when they signed the Sustainable Development Goals, the Millennium Development Goals and the Programme of Action of the 1994 Cairo International Conference on Population and Development (ICPD), and to which they publicly committed or recommitted themselves at the Nairobi Summit on ICPD25 in 2019.

This policy assists UNFPA personnel, our partners and celebrity advocates in designing, managing and implementing the UNFPA Celebrity Spokespersons Programme. It outlines UNFPA's working methods with celebrity spokespersons and identifies control actions to mitigate potential risks related to the process.

A set of United Nations Secretariat guidelines has been developed to guide the appointment and management of any celebrity spokesperson affiliated with a United Nations organization. They are reflected in this policy and can be found in Annex I.

II. POLICY

1. **UNFPA can only engage with four categories of celebrity spokespersons, appointed for a maximum duration of 2 years, subject to renewal:**
 - a. **Goodwill Ambassadors:** This includes people whose fame or influence transcends national and continental boundaries and are globally renowned. They can promote the mandate of UNFPA and the United Nations globally to new mass audiences UNFPA would not otherwise reach.
 - b. **Regional Ambassadors:** These could be celebrities or eminent persons whose fame spreads beyond their border into other countries in their region or subregion, but is not yet global in scope.
 - c. **Honorary Ambassadors:** This title applies to celebrities who are best known within their own countries.

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- d. **Other titles:** In addition to the three official titles mentioned above, and in accordance with UNFPA's Influencer Strategy, “**UNFPA Champion**” or “**UNFPA Advocate**” may be conferred upon influencers with large social media audiences who are committed to UNFPA issues and are willing to take them to their audiences. These titles can be adapted to refer to specific issues or causes, such as “ICPD Champion” or “Youth Advocate”.
2. Only the offices listed below are authorized to manage the respective category of celebrity spokesperson:
 - a. **Goodwill Ambassadors:** Media and Communications Branch (Division of Communication and Strategic Partnerships, HQ)
 - b. **Regional Ambassadors:** Regional offices. Under exceptional circumstances, subregional or country offices can manage this relationship in consultation with regional offices.
 - c. **Honorary:** Subregional, country offices or representation offices, in consultation with regional offices.
 - d. **Other (i.e., “UNFPA Champion”, “UNFPA Advocate”):** any UNFPA office

Note: Guidelines pertaining to which UNFPA offices may put forward a celebrity spokesperson candidate for approval are outlined in the Procedures section.
3. The UNFPA office managing a celebrity spokesperson partnership must tailor each spokesperson's role to match their strengths and interests with UNFPA's objectives. A celebrity spokesperson will typically be asked to:
 - a. Visit UNFPA-supported projects in programme countries to gain a personal familiarity and understanding of the work of UNFPA and its partners;
 - b. Attract media attention and strategic visibility to the work of UNFPA and its partners;
 - c. Make public appearances, write op-eds, record video messages, participate in press conferences, talk shows and interviews and share messages about UNFPA on social media to focus public attention on the UNFPA mandate;
 - d. Participate in major UNFPA campaign activities, both in person and via social media; and/or
 - e. Engage with governments and other policymakers on issues of the UNFPA mandate, both at the national level and at the United Nations.
4. A celebrity spokesperson's partnership with UNFPA may be ended immediately by UNFPA, as outlined in the procedures in Section III, Step 7 below, if they become unable to carry out their role or if they engage in any activity incompatible with their status or with the purposes and principles of the United Nations.
5. All celebrity spokespersons must be identified, vetted, selected and approved according to the procedures outlined in Section III of this policy.

6. A celebrity spokesperson can be named to no more than a two-year term, with the option to renew once its term expires.

III. PROCEDURES

Step 1: Identify the proposed celebrity spokesperson:

UNFPA business units may, from time to time, have a relationship with a celebrity in their country, regional or headquarters office and wish to leverage their fame and influence to advocate for UNFPA's mandate. The UNFPA personnel who has the relationship with the celebrity discusses with their communications focal point and/or head of unit¹ the possibility of initiating the process to appoint them as a celebrity spokesperson.

It is encouraged that UNFPA offices build informal relationships with celebrities invested in issues relating to UNFPA's mandate before considering them for a celebrity spokesperson title, although this is not a requirement. UNFPA offices should not reach out to potential spokespersons with offers to represent UNFPA without prior indication that they are likely to be willing to accept the offer and assume its responsibilities.

The head of unit is responsible for determining whether or not the proposed celebrity has sufficient fame to bring attention to UNFPA's mandate and to warrant undertaking the full process.

The following offices are authorized to request a celebrity spokesperson:

- **Goodwill Ambassadors:** HQ, country, regional, subregional, representation offices
- **Regional Ambassadors:** Regional, subregional, country, representation offices
- **Honorary Ambassadors:** Country, representation offices
- **Other celebrity spokespersons (i.e., "UNFPA Champion", "UNFPA Advocate"):** HQ, country, regional, subregional, representation offices

Step 2: Vet potential celebrity spokesperson:

It is the responsibility of the requesting unit to conduct a full and accurate assessment of the celebrity spokespersons and to flag any potential risks.

Therefore, the requesting UNFPA office must conduct a thorough vetting process of the proposed candidate, which includes a due diligence (see Annex II) reputational check and an analysis of whether the celebrity spokesperson's strengths and interests match with UNFPA's mandate, including the existing relationships they have with other organizations

¹ The UNFPA head of unit refers to the representative, division director, regional or subregional director, country director or the Chief of Operations (or the delegated officer), as appropriate.

The due diligence reputational check must be completed using the templates outlined in Annex II (Form 1, for proposed candidates, and Form 2, for candidates' associated companies/organisations). The forms must include all relevant historical information that is readily available, with a focus on the past five years.

The checks must be completed in English and any local or regional language in which the celebrity spokesperson is expected to communicate or receive coverage. The due diligence covers their personal, professional and political behaviour, a detailed vetting of any commercial interests they are or have been linked to, a full scan of traditional and social media coverage, and any scandals they have been involved in relating to their personal behaviour.

Following completion of the vetting process, the head of unit makes the determination whether to proceed with the proposed partnership.

Step 3: Plan for the partnership with the celebrity spokesperson:

The planning process consists of two main components: planning for the management of the relationship with the celebrity spokesperson and planning for the partnership itself.

The UNFPA head of the relevant unit responsible for requesting and managing the relationship must undertake a realistic assessment of the unit's capacity; including ensuring sufficient human and monetary resources to manage and implement the relationship.

Once sufficient capacity is established, the relevant unit responsible for the overall management of the relationship must appoint one member of their personnel as focal point. The focal point must have the professional skill set and time available to successfully manage the relationship with the celebrity spokesperson, as determined by the unit's head of office and Regional Communications Adviser.

The focal point is responsible for the following:

1. **Designing a comprehensive partnership plan** outlining the proposed celebrity spokesperson's activities with UNFPA over the duration of their appointed term. The plan must include event appearances, media missions, deliverables (including a social media plan), indicators of success, and a risk mitigation plan for any risks identified during the vetting process;
2. **Securing sufficient human and financial resources** to manage the relationship to the satisfaction of both the celebrity spokesperson and the UNFPA;
3. **Onboarding the celebrity spokesperson** by providing the information they need to ensure they are knowledgeable about issues pertaining to UNFPA's mandate and knows how to discuss them appropriately and sensitively.
4. **Engaging in regular, attentive communication** with, and support to the celebrity spokesperson and their team; and

5. **Conducting ongoing monitoring** of the publicly visible activities of the celebrity spokesperson and the people and organizations closely associated with them, and sharing the results with relevant colleagues on a regular basis.
6. **Informing the spokesperson of the end of their mandate** once it expires and managing the renewal or termination process.

The following offices are authorized to manage a celebrity spokesperson:

- **Goodwill Ambassadors:** Headquarters – Media and Communications Branch
- **Regional Ambassadors:** Regional, subregional, country, representation offices
- **Honorary Ambassadors:** country, representation offices
- **Other celebrity spokespersons (i.e., “UNFPA Champion”, “UNFPA Advocate”):** Headquarters, country, regional, subregional, representation offices

Step 4: Approve the partnership with the celebrity spokesperson:

The approval process begins with the requesting unit seeking approval from their regional communications advisers and regional directors. They then submit the following information to the Chief, Media and Communications Branch (MCB):

- Biography of the proposed candidate, including justification of why they are appropriate for the proposed role;
- Evidence of a due diligence reputational check by the requesting unit as per Forms 1 and 2 of Annex II; and
- Two-year provisional internal UNFPA plan, as outlined in Step 3, above. This plan must include a staffing plan for supporting the celebrity spokesperson and confirmation that sufficient budget is available to implement the plan.

Upon receipt of the request, MCB will conduct a secondary, general screening of the proposed candidate to search for any overall reputational risks. If MCB uncovers any risks that were omitted by the requesting unit, MCB has the authority to disqualify the application.

The Chief of MCB reviews the documentation and either denies or clears the request. If cleared, MCB will submit the request and all supporting documentation to the Director, Division for Communication and Strategic Partnerships (DCS).

Upon receipt of the request, the Director, DCS will:

- **For Goodwill Ambassadors:** Endorse or deny the request and work with the Office of the Executive Director to obtain approval from the United Nations Secretary-General.
- **For Honorary or Regional Ambassadors:** Endorse or deny the request and submit to the UNFPA Office of Executive Director for approval.
- **Other celebrity spokespersons (i.e., “UNFPA Champion”, “UNFPA Advocate”):** Approve or deny the request.

Step 5: Formalize celebrity spokesperson relationship:

Upon the approval of the Executive Director (or Secretary-General, for Goodwill Ambassadors), the relevant member of UNFPA management (see the paragraph below) will extend an official invitation to serve as a UNFPA Ambassador. The official invite will include the completed letter of designation for them to sign (Annex III) accompanied by the Terms of Reference they will agree to abide by (Annex IV).

For other celebrity spokespersons (i.e., Champions and Advocates), the designating office can issue and request them to sign a shorter contract (Annex V), accompanied by a short list of the activities they agree to undertake on behalf of UNFPA.

The member of UNFPA management who sends the letter of designation to the prospective ambassador/celebrity spokesperson is as follows:

- **For Goodwill Ambassadors:** UNFPA Executive Director
- **For Regional Ambassadors:** UNFPA regional director
- **For Honorary Ambassadors:** UNFPA country representative
- **Other celebrity spokespersons (i.e., “UNFPA Champion”, “UNFPA Advocate”):** UNFPA director/representative from unit initiating partnership

Step 6: Launch and implement campaign

Before the public announcement of the partnership with the celebrity spokesperson is made, the office managing the relationship must brief the new spokesperson on UNFPA's mandate and provide guidance and training on potentially sensitive issues to avoid discussing while representing UNFPA.

Whenever possible, UNFPA personnel managing the partnership should provide UNFPA-agreed talking points for the ambassador.

Once this is complete, the office managing the ambassadorship should plan the launch of the ambassadorship to maximize the visibility and impact of the announcement.

Step 7 (if applicable): Renewing or terminating partnerships with celebrity spokespersons

Renewal of agreements with a UNFPA celebrity spokesperson

A celebrity spokesperson can be named initially to no more than a two-year term. The agreement can be renewed with the approval of the DCS Director as well as the mutual consent of the UNFPA manager who sent the initial letter of designation and the Ambassador, and must be accompanied by a detailed partnership plan. Relationships with a Champion or Advocate may also be renewed by the UNFPA office that initiated the relationship. Upon renewal of any “Ambassador” relationship, due diligence screenings using Forms 1 and 2 (Annex II) are mandatory. For renewing a Champion or Advocate, the screening should be thorough, but Forms 1 and 2 are not required.

Termination of agreements with UNFPA celebrity spokespersons

1. A celebrity spokesperson's partnership with UNFPA may be ended immediately by the Executive Director, Regional Director or Director of DCS (depending on which person appointed them) if, in their view, the designee is unable or unwilling to carry out their role, or if the celebrity engages in any activity incompatible with their status or with the purposes and principles of UNFPA or the United Nations.
2. MCB must be informed of any ambassadorship termination and may be consulted by relevant UNFPA directors for advice or guidance in handling the termination of ambassadorships.
3. The office initiating the termination process must plan for any potential public relations, diplomatic or political implications in the media, in public opinion or in relations with governments or other partners. This plan must be shared in writing with MCB prior to the termination.
4. When an ambassadorship ends amicably, it is executed in the form of a letter from the Executive Director or the UNFPA personnel member who initially appointed the celebrity spokesperson. When it is not amicable and/or mutual, the Director of DCS, or any delegated UNFPA manager, may sign the letter.

IV. OTHER²

Key restrictions to be aware of when working with celebrity spokespersons

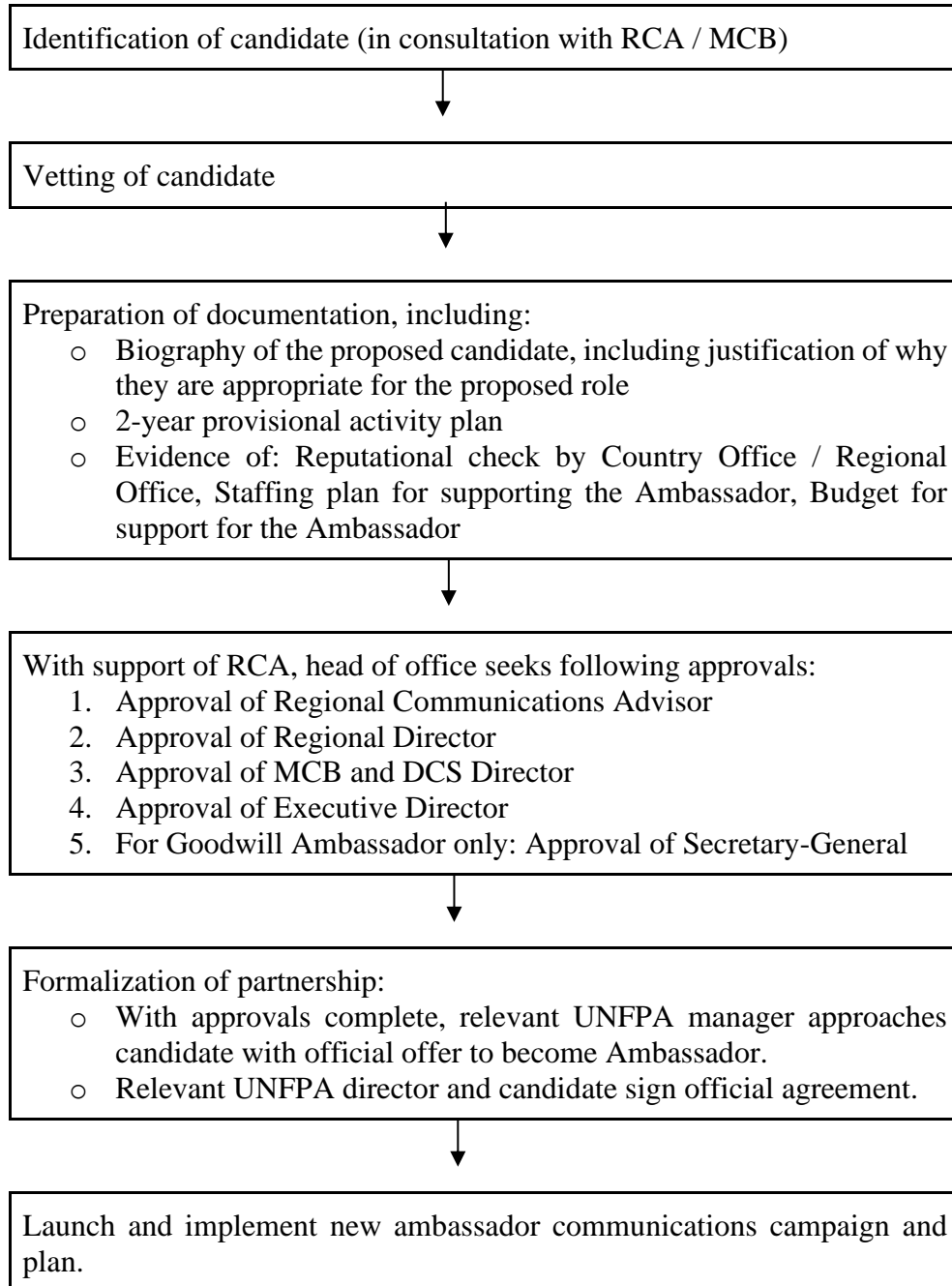
1. The term "Goodwill Ambassador" may not be inserted into the Regional or Honorary Ambassador or any other titles.
2. Any existing appointments or designations that are not in line with this policy must be terminated with immediate effect, or transferred into a relationship that is consistent with the policy.
3. Goodwill Ambassadors, Regional Ambassadors and Honorary Ambassadors are not UNFPA staff members or personnel and may not be appointed to an established UNFPA post or office. Therefore, they shall not be granted a formal UNFPA "Letter of Appointment," but rather, a UNFPA "Letter of Designation". The terms of reference for the ambassadorship (Annex IV) should be attached to the Letter of Designation and provide details regarding their status and entitlements.
4. No public, political, or senior religious office holder or their spouse or close relative shall be designated UNFPA celebrity spokesperson.
5. In strict accordance with United Nations rules, celebrity spokespersons must never be paid remuneration by UNFPA or its partners for their time or other involvement. They are only entitled to request a symbolic payment of \$1 per year.

² [This guidance note](#) contains additional information for UNFPA personnel on working with Goodwill Ambassadors, Regional Ambassadors, Champions and Advocates.

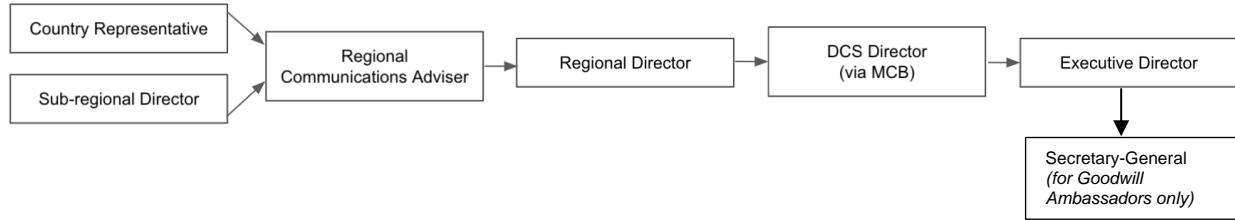
6. Celebrities should not be overused. Care must be taken to ensure that there is always a sound, strategic reason and plan behind their involvement in any particular activity or event. A work plan must be developed by the office managing the celebrity partnership and agreed upon by all parties (including the relevant UNFPA authorizing units and celebrity spokesperson) prior to committing to an event, activity or campaign.
7. Designation of a celebrity spokesperson is to be considered rare and exceptional. DCS will help the Executive Director ensure that the number of designees is not excessive, in order to maintain the value of the designation.
8. Country offices do not need to designate celebrities as an Ambassador in order to work with them. DCS encourages UNFPA offices to work with celebrities on an ad hoc basis, asking them to host or co-host UNFPA events, make speeches, open new projects or support UNFPA campaigns, without being assigned a formal title. Ad hoc collaborations are a good first step towards developing formalized ambassadorships. These can be based on a Memorandum of Understanding, if the UNFPA office in question feels it would best serve its interests.
9. All activities with Regional and Honorary Ambassadors, Champions and Advocates are funded through their respective regional or country office funds.
10. Other UN agencies wanting to include any UNFPA celebrity spokesperson in their communications activities must first get approval from the UNFPA office managing the relationship with the spokesperson.
11. UNFPA celebrity spokespersons should, wherever possible, be chosen to represent the diversity of populations we serve and audiences we aim to reach.

V. PROCESS OVERVIEW FLOWCHARTS

A step-by-step guide to appointing an Honorary / Regional / Goodwill Ambassador



Chain of approval for appointing Goodwill, Regional & Honorary Ambassadors:



Chain of approval for appointing other celebrity spokespersons:



VI. RISK CONTROL MATRIX

Figure 1: [Risk Control Matrix](#)

VII. ANNEXES

LIST OF ANNEXES

Annex I: United Nations Secretary-General's Guidelines for the Designation of Goodwill Ambassadors and Messengers of Peace

Annex II: Due Diligence Forms 1 & 2

Annex III: Sample Invitation Letter (as issued by the Office of the Secretary-General)

Annex IV: Sample Terms of Reference for UNFPA Ambassadors

Annex V: Sample contract to be signed by a UNFPA Champion or Advocate

Annex VI: Checklist of approvals and documents required when designating an Ambassador

Annex VII: List of United Nations Offices, Funds and Programmes which may designate Goodwill Ambassadors

Annex VIII: Former UNFPA Goodwill Ambassadors

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ANNEX I:

United Nations Secretary-General's Guidelines for the Designation of Goodwill Ambassadors and Messengers of Peace

You can access the most recent version of the guidelines [here](#).

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ANNEX II:

Due Diligence screening of Ambassadors and their associated interests: Forms 1 and 2

Please find hereafter:

[FORM 1: Personal Profile & Background](#) - To be filled out when screening the proposed ambassador

[FORM 2: Associated Companies & Organizations](#) - To be filled out for each of the organizations they are associated with

ANNEX III

Sample Letter Of Designation For Goodwill Ambassadors And Messengers Of Peace, as issued by the Office of the Secretary-General.

This sample may also be used as a basis to designate other types of ambassadors.

[Date]

Dear [Mr./Ms. _____],

Further to your conversation with [the name of the official in the Secretariat, or the designating UN Office, Fund or Programme], I am writing to invite you to become a [insert, as appropriate, "United Nations Messenger of Peace" or "Goodwill Ambassador for the _____" (insert "United Nations" or the name of the UN Office, Fund or Programme)]. Goodwill Ambassadors and Messengers of Peace are prominent individuals from the worlds of arts, sciences, literature, entertainment, sport or other fields of public life who have expressed their desire to contribute to United Nations efforts to raise awareness of the aims, objectives and priorities of the United Nations, to convey messages about its activities and to extend its public outreach.

I do hope that you will be able to join as a [Goodwill Ambassador] [Messenger of Peace]. Given your strong [commitment to][interest in][experience in] _____, I know that you would be a compelling and eloquent advocate in focusing attention on these and related issues. I am also confident that the prestige, talent and presence that you would bring to these issues will help the United Nations send a powerful message that would reach the hearts and minds of people throughout the world. Attached to this letter are your terms of reference and conditions of service and entitlements.

If you are able to accept our invitation to become a [Goodwill Ambassador] [Messenger of Peace], please counter sign the two originals of this letter and return one fully signed original to us.

Should you have any questions concerning my proposal, please do not hesitate to contact [name and title] in my office, which is the focal point for [Goodwill Ambassadors] [Messengers of Peace].

Thank you for your consideration and warm personal regards.

Yours sincerely,

[Secretary-General or the Head of the UN Office, Fund or Programme]

[Name and address of

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the Goodwill Ambassador or Messenger of Peace]

I, _____, am pleased to accept your invitation to become a [Goodwill Ambassador]
[Messenger of Peace] in accordance with the terms of reference and the conditions of service and
entitlements attached to this letter.

Signature

[Name]

Date: _____

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ANNEX IV:

Terms of Reference and Conditions of service of UNFPA [Goodwill / Regional / Honorary] Ambassadors (*Updated in 2018*)

These can be found [here](#).

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ANNEX V:

Sample contract to be signed by other UNFPA celebrity spokesperson with a title other than Goodwill Ambassador, Regional Ambassador, or Honorary Ambassador (such as Champion or Advocate)

This can be found [here](#).

ANNEX VI:

**Checklist of approvals and documents required when designating a
Honorary/Regional/Goodwill Ambassador**

Approvals required

The following approvals are required (in this order):

1. Approval of country representative
2. Approval of regional communications advisor
3. Approval of regional director
4. Approval of MCB and DCS Director
5. Approval of Executive Director
6. For Goodwill Ambassador only: approval of Secretary-General

Documents required

Before seeking the approval of any colleagues beyond the requesting department, the following supporting information is required. (It can all be contained in one document):

- Biography of the proposed candidate, including justification of why they are appropriate for the proposed role
- 2-year provisional activity plan
- Evidence of:
 - Reputational check by country office / regional office (using Forms 1 and 2 from Annex II)
 - Staffing plan for supporting the Ambassador
 - Budget for support for the Ambassador
- Prior to seeking the approval of the Executive Director, due diligence and reputational check will also be carried out by MCB.

ANNEX VII:

List of United Nations Offices, Funds and Programmes which may designate Goodwill Ambassadors

- Food and Agriculture Organisation (FAO)
- Joint United Nations Programme on HIV/AIDS (UNAIDS)
- Office of the United Nations High Commissioner for Human Rights (OHCHR)
- Office of the United Nations High Commissioner for Refugees (UNHCR)
- Office on Drugs and Crime (UNODC)
- Children's Fund (UNICEF)
- Development Programme (UNDP)
- Educational, Scientific and Cultural Organization (UNESCO)
- Environment Programme (UNEP)
- Entity for Gender Equality and the Empowerment of Women (UN WOMEN)
- Human Settlements Programme (UN-Habitat)
- Population Fund (UNFPA)
- Industrial Development Organization (UNIDO)
- World Food Programme (WFP)
- World Health Organization (WHO)

ANNEX VIII:

Former UNFPA Goodwill Ambassadors (approximate year of appointment in brackets)

- Goedele Liekens - Belgian TV personality, sexologist, former Miss Belgium (2000ish - 2019)
- Messeret Defar - Ethiopian Olympic gold medal-winner in the women's 5000-metre race (2011)
- Yuko Arimori - Japanese marathon runner (2002)
- Alfred Biolek - German television producer (2001)
- Lara Dutta - Indian actress, Miss Universe 2000 (2001)
- Elsa Zylberstein - French actress (2001)
- Kattis Ahlström - journalist, television presenter, Sweden (2000)
- Hanne-Vibeke Holst, author and journalist, Denmark (2000)
- Kari Jaquesson, fitness personality, Norway (2000)
- Mpule Kwelagobe - Botswanan model, businesswoman, Miss Universe 1999 (2000)
- Chea Samnang - Cambodian doctor and actor (2000)
- Wendy Fitzwilliam - Miss Universe 1998
- Guadalupe (Lupita) Jones - Miss Universe 1991
- Mary Banotti - Member of European Parliament, Irish politician (1999)
- Bertrand Piccard - Swiss round-the-world balloonist (1999)
- Chinua Achebe - Nigerian author (1999)
- Shabana Azmi - Indian actress (1998)
- Mikko Kuustonen, singer, songwriter, Finland (1998)
- Geri Halliwell - member of the Spice Girls (1998)
- Jamal Soliman - Syrian actor and director (1998)
- Waris Dirie - Somalian fashion model, author, and women's rights activist (1998)
- Keiko Kishi - Japanese prominent movie and stage actresses (1996)
- Jane Fonda - actress, writer, producer, political activist, fitness guru, fashion model (1994)
- Ted Turner - media mogul and philanthropist (1994)