



United Nations
Educational, Scientific and
Cultural Organization

Executive Board

Hundred and ninetieth session

190 EX/INF.7
PARIS, 10 September 2012
English & French only

Item 21 of the provisional agenda

FOLLOW-UP TO THE INDEPENDENT EXTERNAL EVALUATION OF UNESCO

POLICY FRAMEWORK FOR STRATEGIC PARTNERSHIPS: A COMPREHENSIVE PARTNERSHIP STRATEGY

SEPARATE STRATEGIES FOR ENGAGEMENT WITH INDIVIDUAL CATEGORIES AND PARTNERS

SUMMARY

UNESCO's comprehensive partnership strategy comprises an umbrella statement which defines an overall framework for partnerships (**190 EX/21 Part II**) and separate strategies for engagement with individual categories of partner. The separate strategies for engagement with individual categories of partner are set out in the present INF. document (**190 EX/INF.7**). It concerns the following categories of partner: the private sector, bilateral government donors, media companies, NGOs, parliamentarians, UNESCO Clubs and UNESCO UNITWIN/Chairs. All individual strategies are analysed according to the following criteria: purpose of the partnership, strategy for engagement, future outlook for harnessing the potential of this type of partnership, strategic objectives, special features, reference documents, selection of the partner, approval process of partner, cooperation modalities, monitoring and evaluation of the partnership, financial aspects, expected visibility, accountability mechanism, duration of agreements, renewal clauses, termination clauses, involvement of National Commissions.

A. PRIVATE SECTOR

All types of business enterprises, including small and medium-size firms, national, international and multinational corporations, philanthropic and corporate foundations, financial institutions and private individuals.

1. Purpose

UNESCO's proposition for engaging with the private sector is based on a number of comparative advantages and unique assets that are widely acknowledged by its partners:

- UNESCO is a well-known international organization with a valuable and global brand, an excellent reputation in all its fields of expertise, with a global reach and an on-the-ground presence and a unique mandate within the United Nations system;
- UNESCO's mission and role are well respected by the private sector; UNESCO is seen as an impartial interlocutor, particularly within governmental, educational, academic, scientific and cultural circles;
- UNESCO disposes of numerous professional, educational and scientific networks and enjoys credibility with a broad range governments, strategic partners and experts in all regions;
- UNESCO possesses a well-recognized convening power for high-profile international events and initiatives.

Through its engagement with the private sector, UNESCO is able to leverage and capitalize on its recognized strengths and capacities and to promote its outreach, impact and visibility at all levels, mobilize resources, and create synergies among both traditional and new partners and stakeholders.

The private sector disposes of a considerable potential that can contribute to the achievement of UNESCO's strategic objectives and the pursuit of expected outcomes and results through, for example, management, programming and operational support as well as by providing access to technology and innovative products and services.

2. Strategy for engagement

UNESCO engagement with the private sector and other forms of engagement is very diverse, multi-faceted and evolving with both UNESCO and its private-sector partners valuing their respective resources, competencies and contributions.

Current approaches and relationships range from fundraising to strategic partnerships. The organization is presently an official partner in a large number of collaborative relationships with the private sector intervening in various forms and degrees from being a neutral broker and convener to actual programme delivery arrangements, also providing policy guidance, technical assistance and expertise while playing a strong role in promoting its core ethical and programmatic values through advocacy and awareness-raising.

UNESCO's interests comprise the mobilization of financial resources from the private sector and more strategic, mutually beneficial partnerships and relationships.

UNESCO will seek to maximize the positive impact of its longstanding experience of engagement with the private sector in order to achieve well-defined results efficiently and effectively.

Experience with the private sector has shown that this type of partner requires a significant level of senior management attention, engagement, communications and reporting. Therefore, there is a

clear value in concentrating on high impact public-private partnerships that have influenced the manner in which UNESCO works with the private sector to secure sustained and rapid realization of expected results.

To manage the partners and the complexity of the various relationships, UNESCO will need to enhance its staff capacities and skills through dedicated training so as to create a solid knowledge base throughout the Organization, also to target new funding opportunities and expand to new geographical areas.

UNESCO, relying on its field office network and National Commissions will further reach out to different size private companies in all regions of the world and explore opportunities associated with the dynamism of emerging middle-income countries. Efforts will also be made to map corporate and philanthropic foundations so as to spot possible thematic areas of mutual interest.

Further efforts will be made to solicit contributions from private individuals and to seek increased non-financial contributions from the private sector, such as products, services, technical expertise and know-how, logistical support and staff capacities.

The better UNESCO is known, the greater the potential for private-sector partnerships and fundraising opportunities. More effective advocacy will enhance the private sector's understanding of UNESCO's priorities and role in the international arena. To this end, UNESCO will develop clear and consistent external and internal communication messages about its private sector approach and activities.

Future reviews of the strategy will be conducted, along the time line of the Medium-Term Strategy (C/4), to ensure that it remains valid, updated and relevant.

3. Strategic objectives

The overall objective of entering into partnerships with the private sector is to strengthen the scope, outreach, visibility, results, delivery and impact of UNESCO's programmatic objectives and priorities in accordance with the C/4 and the C/5 documents.

Another specific objective is to increase funding and other resources from the private sector in a more organized, innovative and sustainable manner.

4. Special features

While the basic concept of a partnership is straightforward, it must take into account specific features when applied to relations with the private sector. These include the linkage of the skills and expertise of the private sector with the public sector's legitimacy and knowledge of development issues together as well as with the on-the-ground experience of national institutions and local communities.

In addition, this type of partnerships contains an element of risk that is different from any other partnership with the "traditional" partners. Therefore, while UNESCO has in place a research and due diligence process, it also relies on the National Commissions to contribute to the screening of the potential partners with a view to minimizing the risks and managing them in an effective manner.

5. Reference documents

- Executive Board documents:
 - Guidelines for mobilizing private funds and criteria for selecting potential partners – 156 EX/38 and 156 EX/Decision 9.4 (1999);
 - UNESCO Strategy for Engagement with the Private Sector (187 EX/6 Part XII, Annex);

- Follow-up to the Independent external evaluation of UNESCO, Draft Policy Framework for Strategic Partnerships: Towards a UNESCO Partnership Strategy (187 EX/17 Part IV).

6. Selection of the partner

- Demonstrated commitment of a company to engage in corporate social responsibility (CSR) activities;
- Readiness of company to donate substantial funding with no conditions attached, such as exclusivity;
- Ad hoc consultation of Director General, senior management, field offices Directors as well as programme specialists;
- Notification/consultation of relevant National Commission within a defined time period, on a confidential basis to protect the potential partnership;
- Building on input by networks and opportunities provided by high level personalities and individuals, such as the UNESCO Goodwill Ambassadors, celebrity and advocates.

7. Approval process of partner

- Expressed support from the respective programme sector/field offices;
- Due diligence and risk assessment to ensure the suitability of the partner/partnership conducted positively through a two-fold approach: first level involves screening carried-out by the initiator (field office/programme specialist, etc.) and second level vetting by BSP/CFS – this process is facilitated by use of specific tools aimed at systematizing the selection/approval of the right partner through additional screening elements;
- Demonstrated comparative advantage and value added (including use of logo, communication and visibility) and/or advocacy;
- Mapping resources, i.e. capacity to deliver and clarity provided on value and transaction costs;
- Approval of a new partner is contingent upon consultation with the respective National Commission in order to avoid any potential reputational risks or incompatibilities at local or regional levels;
- Guiding principles fully met as laid out in the Umbrella statement (190 EX/21, Part II);¹
- Internal review of partnership takes into account geographic scope (whether global, regional or national).

8. Cooperation modalities

- Steering Committee for large-scale partnerships; or
- Regular consultation and coordination meetings.

¹

Integrity, impartiality, equality, clarity, transparency, fairness, accountability and sustainability

9. Monitoring and evaluation of the partnership

The monitoring and evaluation components will be key for demonstrating the validity for partnering with the private sector. They are reinforced by a specific set of performance indicators both linked to the programme delivery – focusing on planning and design, objectives and results, and to the partnership processes – governance and accountability mechanisms, communication aspects and potential for scalability and replicability.

- **Programme:**

- self-evaluation conducted at mid-term;
- external evaluation as required and as laid out in Administrative Manual.

All projects require self-evaluation. Mid-term evaluation is recommended when project has duration of more than three years. Projects over US \$500,000 require an external evaluation.

- **Partnership process:**

- governance mechanism and/or consultation arrangement for decision-making purposes established according to the size of the partnership;
- ensuring engagement and mutually beneficial outcomes including visibility and communication;
- capture learning and progress achieved.

10. Financial aspects

Number of agreements signed and resources mobilized:

- In the 2010/2011 biennium, 37 funding agreements (68 individual projects) were signed (25 with companies and 12 with foundations) under Funds-in-trust modality amounting to over \$22 million in resources mobilized. For the first six months of 2012 – 10 funding agreements were signed (4 companies and 6 foundations/associations) representing over \$5 million.
- 18 non-financial agreements were signed during 2010/2011 with various private partners (companies, media, associations/federation).

The details are given in the attached Annex.

- **Funds management clauses:**

- Standard template agreement for Funds-in-Trust arrangements is available in the Administrative Manual (Chapter 5).²

They cover *inter alia* the following:

- Budget and payment schedule;
- Provisions for funds management, accounting and financial reporting on the contribution;

² Template letters for contributions under the Additional Appropriation or Special account also available in the Adm. Manual

- Applicable regulations, rules and procedures including on audit, interest, exchange rate, and cost recovery;
- Handling of balances.

11. Expected visibility

Standard clauses contained in all contractual arrangement related to the internal and external communication/media coverage/visibility that covers: co-branding, cross-referencing of websites, joint press releases, impact assessment, etc.

12. Accountability mechanism

Proposals for funding are programmed and approved through the entry and validation of CAP “Outlines” in SISTER *inter alia* to ensure full coherence with the expected results of the regular programme contained in the C5 document. The screening process is undertaken by the Executive Office of each sector. Once a proposal has attracted funding, a more detailed project document and budget are similarly screened and approved in SISTER.

The sector ADGs are accountable for the programmatic content and relevance of the partnership with a partner from the private sector.

In addition to the above, a specific clearance process aimed at ensuring a full senior management buy-in has been set up for public-private partnerships.

13. Duration

- **Project agreement:**

The duration of a project agreement (i.e. funds-in-trust agreement) is determinate and based on the time required to implement project activities and ensure financial closure of the project. It is determined jointly with the partner.

- **Partnership/Framework agreement:**

The duration of a partnership/framework agreement is usually multi-annual. It may be for an indeterminate period, or for a fixed period and subject to renewal based on the satisfactory achievement of the objectives identified (usually does not contain any financial implication).

14. Renewal clauses

- **Project agreement:**

A funds-in-trust agreement can be extended by written agreement with the partner.

- **Partnership/Framework agreement:**

A framework agreement remains in force until either party considers that the co-operation envisaged therein can no longer appropriately or effectively be carried out, at which time the agreement may be terminated by mutual consent or by either party serving six months' written notice to the other party.

15. Termination clauses

All types of agreement with the private sector contain the same below provision:

- Should either Party ***fail to meet its obligations***, the other Party may terminate the present Agreement upon 3 (three) months' written notice to the other Party. ***The same***

will apply with respect to incidents making the realization of the Project extremely hazardous. In particular, the Partner may withdraw from the Project and cease all financial contributions if the funds it has contributed have not been directly available to the Project.

- Upon the termination of the present Agreement, the Partner shall not use UNESCO's name, emblem or official logo, or any abbreviation of the name of UNESCO, for promoting the Project or any other purposes.
- Upon the termination of the present Agreement, the Partner shall inform all relevant, past, actual or potential partners (including all persons or bodies that have been informed by the Partner of UNESCO's participation in the Project(s)), that UNESCO (i) has terminated its Agreement with the Partner, (ii) is no longer participating in the Project(s).

16. Involvement of National Commissions

UNESCO's National Commissions have a particular role to play in the engagement with a private partner. In addition to the mapping and identification at national and regional levels, and/or in the screening phase, the NATCOM is one major stakeholder and UNESCO's natural interlocutor at the country level. It is of critical importance that any action be consulted, coordinated and sustained with the national development agenda. Partnering with the private sector in a given country should not be seen as purely opportunistic but rather embedded in a more long-term development perspective for the benefit of the country and the region at large.

Drawing on existing successful experiences whereby National Commissions have actively contributed to identify suitable private sector partners hence initiating effective partnerships with UNESCO, capacities of selected National Commissions could be further developed with a view of building a pool of partnership practitioners. This can also be considered in the context of the South-South cooperation.

Agreements signed³

Total agreements signed 2010/2011		
Name of Company/Foundation	Number of Projects	Total budget signed USD
Petrobras	1	2,828,675
Caixa Seguros	1	493,110
Mercedes Benz China	2	211,954
The Bridge Fund	1	690,449
L'Oreal Corporate Foundation	1	882,756
Open Society Institute (OSI)	1	94,222
MOSPROMINAGE	1	101,813
ECM ² Ltd	1	61,260
World Sky Race	1	100,000
TripAdvisor	1	700,000
Communauté d'agglomération de Cergy-Pontoise	1	110,802
Kobi Graphics/National Panasonic	1	1,000,000
HISTORY Channel	1	169,500
Jogye Order of Korean Buddhism	1	400,000
Procter & Gamble	2	820,000
Sangari do Brasil	1	358,589
Felissimo corporation	2	79,075

³ These figures do not include contributions to Special Accounts from Private Partners such as FC Malaga for \$5,6 million (of which \$1.4 million received) as well as contributions to Institutes such as Grant from Bill & Melinda Gates Foundation to IHE for \$8million.

Microsoft	1	125,000
The Association of International Private Committees for the Safeguarding of Venice	24	722,033
NOKIA	4	1,611,780
Abu Dhabi Authority for Cultural Heritage (ADACH)*	1	2,000,000
GEMS Education*	1	250,000
Canal France International (CFI)	1	409,515
Ford Foundation	4	645,000
Chinese Youth and Development Foundation (CYDF)	1	2,259,036
Gordon and Betty Moore Foundation	1	381,090
Fondation Culture & Diversité	1	273,302
Annenberg Foundation	2	449,740
Arab Thought Foundation	1	90,000
The Intergovernmental Foundation for Educational, Scientific and Cultural Cooperation of the CIS (IFESCCO)	1	150,000
INTERVIDA	1	635,324
Vale Foundation	1	2,634,996
BASF	1	1,371,742
Packard Foundation	1	1,500,000
AGFUND	1	175,000
Total**	68	22,785,263

* Framework agreement signed with:
ADACH for a total of \$2million (received)
GEMS for a total of \$1million (of which \$250K received)

Total agreements signed 2012 (until 28 June)		
Name of Company/Foundation	Number of projects	Total Budget signed USD
The Association for the Promotion of Global Chinese Traders Fraternity Ltd.	1	158,730
L'Oreal Corporate Foundation	1	882,756
CHIC Group Global Co., Ltd*	1	2,000,000
Shenzhen Ruby Football Club*	1	1,000,000
Fondazione Cassa Di Risparmio Di Padova E Rovigo	1	132,802
Microsoft	1	88,000
The Association of International Private Committees for the Safeguarding of Venice	1	34,257
Nokia	2	142,191
The Hariri Foundation for Social and Human development**	1	1,000,000
Total	10	5,438,736

* Framework agreement signed with:
CHIC Group for a total of \$2million (of which \$1M received)
Shenzhen FC Ruby for a total of \$1million (of which \$250K received)

** Funds not yet received.

Total Non-financial Agreement with Private Sector 2010/2011/2012

Type of partner	Name	Areas of cooperation
Business	Berracca S.A.	UNESCO biodiversity Initiative celebration
Business association	Global Risk Forum/Davos	Disaster Risk Reduction
Private Institute	The Institute of Electrical and Electronics Engineers (IEE)	Mobilizing science knowledge and policy for sustainable development
Association	American Society of Mechanical Engineers (ASME).	Engineering education and accreditation, popularization of engineering and the profession's impact on society
Business	INTEL	Teacher education
Media	The Chosunilbo	Promoting UNESCO audiovisual archive
Media	XINHUA China news Agency	Promotion and dissemination of UNESCO's goals
Business	PAMP S.A.	UNESCO coins and medals
Media	The Dong-A	Promoting cultural and natural heritage
Business	Google (content licence agreement)	Content providing
Business	Chez Bonne idée	40th anniversary*
Museum	Smithsonians	40th anniversary
Foundation	The Ahnkook Seon Center	In-kind (expertise)
National Federation	NFUAJ	Fundraising in Japan
Business	Apple-Inc	General cooperation
Media	Al-Jazeera	Freedom of expression
Business	I-Tunes	Content providing
NGO	International Youth Federation	Social entrepreneurship programme in Africa

* includes some funding through special account contribution

B. BILATERAL FUNDING PARTNERS

1. Purpose of the partnership

Over and above their assessed contribution to the approved Programme and Budget, Member States and governments are invited to provide additional financial and in-kind contributions in order to support particular programmes or activities with a view to enhancing the added value, the scope, outreach, impact and visibility of UNESCO's action globally, regionally and at the country level and which correspond to national priorities or priorities for multilateral cooperation.

2. Strategy for engagement

The Complementary Additional Programme (CAP) is UNESCO's main tool for programming extrabudgetary resources and mobilizing resources. The objective of the CAP is to ensure programmatic coherence between the regular programme and extrabudgetary activities and to articulate to donors and partners for which priorities and areas UNESCO seeks specific support. The CAP comprises an overview of resource mobilization targets for priority themes and a pipeline of programme proposals. To UNESCO's partners and donors the CAP offers assurance that proposals have been vetted for quality, are an integral part of UNESCO's programme and correspond to the priorities of the regular programme, and carry senior management approval.

Efforts to mobilize support for the CAP from bilateral government donors is developed through continuous work with Permanent Delegations to UNESCO, through an intensification of

coordinated cooperation efforts with donor representatives in capitals, and through increased dialogue and collaboration with donor representatives in beneficiary countries.

UNESCO has enjoyed success in mobilizing significant resources as an implementation partner for major donors under their bilateral cooperation programmes with specific countries and/or regions. To tap into such resources, through its field offices, UNESCO is reinforcing its dialogue with donor representatives in situ and playing a pro-active role in country-based coordination and planning mechanism with other technical and financial partners. UNESCO should also participate actively in the wider efforts on the UNCT to mobilize support from the local donor community for joint United Nations programmes.

Key factors in the management and maintenance of such partnerships are joint planning and review mechanisms for individual projects and programmes and portfolios and the development of multi-annual programming arrangements. At the level of individual projects key issues for the maintenance of donor and partner satisfaction are timely and efficient delivery, clear articulation of results and efforts to give visibility to the role of a donor, and closely involve the donor in project implementation in consultations with beneficiaries.

3. Future outlook for harnessing the potential of this type of partnership

Funding from bilateral government donors fell from \$204 million in 2010 to \$195 million in 2011. Due to the impact of the financial crisis, traditional bilateral government donors have reduced their extrabudgetary allocations. UNESCO must therefore deliver programmes with a sharper performance and a higher quality as well as be more articulate in communicating the Organization's results and comparative advantage in the multilateral field so as to optimize resource mobilization opportunities. UNESCO must also be prepared to respond to the preference of certain donors to pool their resources at country level, rather than channeling funds through budget allocations for individual multilateral agencies or for specific purposes. UNESCO will thus be challenged to step up its efforts to engage in negotiations with in-country representatives of bilateral donors and other funding sources.

While the programmatic and geographic priorities of traditional OECD Development Assistance Committee (DAC) donors remain relatively constant, more attention needs to be given to opportunities for cooperation with emerging donors and partners. The latter include the middle-income countries in Latin America and the Caribbean, Russia, Turkey, the new EU Member States, Members of the Coordination Group of Multilateral and Bilateral Arab Aid organizations, China, India and South Africa, and emerging donors in South-East Asia such as Malaysia, Indonesia, Singapore and Thailand.

The self-benefiting modality has also proved its value as an instrument of cooperation in a number of Member States (including Albania, Angola, Bahrain, Brazil, Cambodia, Chile, Costa Rica, Ecuador, Guatemala, Iraq, Libya, Mexico, Nigeria, Oman, Qatar and Uruguay). The potential of the self-benefiting modality and its expansion to other countries needs to be further explored and developed. Self-benefiting programmes must contain a strong focus on the swift transfer of know-how, and on building the capacity of national institutions. Moreover, UNESCO needs to formulate for each case a clear exit strategy. The development impact of the self-benefiting modality can also be further enhanced by including (a) a South-South component (e.g. exchange of best practices/capacity-building), and (b) a regional approach (e.g. using a given self-benefiting programme as a reference for other Member States in the region).

Secondments and the loan of personnel by bilateral government donors is also becoming an increasingly important modality for cooperation and contributes extensively to knowledge transfer and networking, especially in highly specialized areas of UNESCO's competence.

4. Strategic objectives

Overall objective is to mobilize resources through the CAP to strengthen the scope, outreach, visibility, field presence, results and impact of UNESCO's regular programme activity.

A specific objective is to attract a growing amount of resources in the form of unearmarked, multi-annual contributions to thematic and country programmes.

5. Special features

Identification of joint priorities which bilateral governmental donors seek to realize with additional contributions over and above their assessed regular programme and budget contribution to UNESCO.

Joint planning and monitoring of activities (e.g. through annual review meetings and programme steering committees) and through joint evaluations.

Other features may include joint advocacy for common priorities and knowledge-sharing.

6. Reference documents

Updated extrabudgetary resource mobilization strategic plan (185 EX/INF.6 of 30 September 2012 and 190 EX/INF. of September 2012)

"UNESCO's Thematic Programmes and Targets for Resource Mobilization 2012-2013" released in March 2012. (["Complementary Additional Programme CAP"](#)).

7. Selection of the partner

There are no selection criteria vis-à-vis UNESCO Member States.⁴

Conversely UNESCO must often meet certain selection criteria in its response to calls for proposals issued by bilateral government donors.

8. Approval process of partner

BSP and the programme sectors define substantive aspects of framework agreements⁵ or Programme Cooperation Agreements.

The Bureau for Financial Management reviews and approves budgetary aspects of the proposal

The review and approval of the programmatic and budgetary aspects of project proposals is undertaken in SISTER.

The Legal Service and the Bureau for Financial Management review and approve non-standard financial and legal aspects of framework and Funds-in-trust agreements.

Some framework agreements contain provision for joint consultation and advisory mechanisms for the review of project proposals under the framework agreement.

When projects are undertaken in a single country, the formal approval of the beneficiary country is required, together with confirmation by the country that privileges and immunities will apply for a specific project (plan of operations)

⁴ Except in extreme cases (conflict) where UNESCO follows wider United Nations position
⁵ For bilateral government donors

9. Cooperation modalities

Annual review meetings

Advisory Committees or Steering Committees

Country-level planning structures comprised of national stakeholders and technical and financial partners.

10. Monitoring and evaluation of the partnership

Since arrangements were completed in 2011 for integrating extrabudgetary projects in SISTER, the latter has become the main platform for the qualitative monitoring of extrabudgetary projects. Completion of monitoring information on a six-monthly basis is mandatory.

Detailed monitoring is also provided in accordance with the schedule laid out in the individual funding agreements. Donors require progress reports and financial reports on a regular (generally yearly, or bi-annual, quarterly) basis. Programmes funded by multiple donors through pooled funds (special accounts) are subject to consolidated narrative and financial reporting to donors.

For internal monitoring purposes, the Bureau of Financial Management produces and distributes house-wide quarterly reports on the financial performance of all extrabudgetary projects. This information is an important input to the Alert system managed by each of the Sectors and which is designed to identify underperforming projects and ensure that swift remedial action is taken.

As far as monitoring by senior management is concerned, the various management committees (Executive Management Committee, Programme Management Committee, and the Corporate Services Committee) periodically review the status of execution of extrabudgetary activities and deal with specific questions related to projects under negotiation or implementation for which management decisions are required.

Monitoring by UNESCO's Governing Bodies is facilitated through the systematic submission of a report by the Director-General on UNESCO's extrabudgetary activities to the Autumn session of the Executive Board, and a biennial report to the General Conference.

- **Evaluation:**

In the update of the Administrative Manual completed in mid-2011, the provisions relating to the evaluation of individual extrabudgetary projects were specified. All extrabudgetary projects now require that an evaluation is conducted by the responsible project officer. Mid-term evaluation is recommended when a project has duration of more than three years. Projects over \$500,000 require an external evaluation.

11. Financial aspects

- Number of agreements signed and resources mobilized:
 - In the 2010-2011 biennium, 227 agreements were signed amounting to over USD 207 million in resources mobilized. For the first six months of 2012, 57 agreements were signed representing over \$49 million. The details are given in Annex.
- Funds management clauses with bilateral government donors including self-benefitting arrangements:

- Templates for framework agreements and for funds-in-trust arrangements including self-benefitting arrangements are available in the Administrative Manual.⁶
- The funds management clauses of these agreement templates cover *inter alia* the following:
 - Budget and payment schedule;
 - Provisions for funds management, accounting and financial reporting on the contribution;
 - Applicable regulations, rules and procedures including on audit, interest and exchange rate and cost recovery;
 - Handling of balances.

12. Expected visibility

Visibility measures should be described and costed in the relevant project document.

A check list on visibility is available in the Administrative Manual to serve as a guide for project officers on arrangements such as launching ceremonies, production of brochures, and media coverage of a given project).

13. Accountability mechanism

Proposals for funding are programmed and approved through the entry and validation of “Outlines” in the CAP in SISTER *inter alia* to ensure full coherence with the expected results of the related C/5 document. The screening process is undertaken by the Executive Office of each Sector. Once a proposal has attracted funding, a more detailed project proposal and budget are similarly screened and approved in SISTER.

The Sector is accountable for reviewing substantive aspects of the proposal.

The Project Officer, the Administrative Officer and the Bureau for Financial Management are accountable for reviewing the accuracy of the budget and the application of cost recovery policy.

BSP/CFS is accountable for ensuring that funds-in-trust and framework agreements are formalized in accordance with UNESCO’s rules.

Resource mobilization is the shared responsibility of Sectors, field offices and BSP/CFS. Sectors and field offices are accountable for keeping BSP/CFS informed of their resource mobilization efforts so that coordination can be ensured.

14. Duration of agreements

- **Funds-in-trust:**

The duration of a funds-in-trust agreement is determinate and based on the time required to implement project activities and ensure financial closure of the project. It may also be linked to the donor’s funding cycle. The duration is determined with the donor on a case by case basis with respect to project needs and agreed exist strategy.

⁶ Template letters for contributions under the Additional Appropriation or Special account available in the Adm. Manual

- **Framework agreement:**

The duration of a framework agreement is usually multi-annual. It may be for an indeterminate period, or for a fixed period and subject to renewal.

15. Renewal clauses

- **Funds-in-trust:**

A funds-in-trust agreement can be extended by written agreement of the donor.

- **Framework agreement:**

A framework agreement remains in force until either party considers that the co-operation envisaged therein can no longer appropriately or effectively be carried out, at which time the agreement may be terminated by mutual consent or by either party serving six months' written notice to the other party.

16. Termination clauses

- **Funds-in-trust:**

A funds-in-trust agreement has a fixed expiry date.

- **Framework agreement:**

Under a framework agreement, if notice of termination of the Agreement is given by one of the parties, both parties hold consultations with a view to determining the most appropriate measures to be taken in order to wind up operations being carried out by UNESCO under the agreement. In any event, the bilateral government donor must authorize UNESCO to meet any current legal obligation arising prior to termination of the Agreement and relating to personal and other contractual services, supplies, equipment and travel. Any unspent balance in cash remaining after the winding up operations shall be returned to the bilateral government donor.

17. Involvement of National Commissions

There is no formal role foreseen for National Commissions in UNESCO's cooperation with bilateral government donors.

In certain circumstances, the National Commissions themselves can be the funding partner.

Agreements signed⁷ **For the 2010-2011 biennium**

Country	Amount	Number of projects
Switzerland	1,189,649	4
Norway	4,181,903	6
Saudi Arabia	3,311,770	12
Germany	2,150,272	8
Denmark	1,332,386	7
Azerbaijan	50,000	1
Belgium	4,494,352	13

⁷ These figures include funds-in-trust agreements and associate experts. They do not include contributions by bilateral governments to Special Accounts

Spain	8,760,856	26
Monaco	267,737	1
Azerbaijan	5,443,027	2
United States of America	1,266,217	8
Canada	5,149,000	1
Korea Rep. of	12,829,063	15
Australia	647,043	4
Italy	2,827,689	6
Japan	50,226,703	67
Portugal	484,959	2
Albania	163,350	1
Russian Federation	2,000,000	1
China	119,215	1
Bulgaria	379,358	5
Brazil	75,836,538	21
Israel	589,450	1
Finland	522,729	2
Iraq	13,545,648	3
Mexico	550,192	1
Chile	497,685	1
Oman	819,869	1
India	168,252	1
Nigeria	6,468,233	1
Senegal	138,279	1
Bangladesh	454,840	1
Morocco	750,000	1
Malaysia	199,897	1

For the 2012-2013 biennium (as of 28 June 2012)

Country	Amount	Number of projects
Sweden	15,373,802	4
Germany	405,127	2
Denmark	643,945	2
Belgium	1,880,654	9
Spain	518,154	3
Monaco	213,675	1
Netherlands	333,333	1
France	66,666	1
United States of America	250,000	1
Canada	134,617	1
Korea Rep. Of	800,000	2
Australia	79,394	1
Italy	2,797,402	4
UK	80,750	1
Japan	6,815,865	14
Libya	48,369	2
Bulgaria	25,000	1
Mexico	156,863	1
Brazil	19,261,014	6

C. NON-GOVERNMENTAL ORGANIZATIONS (NGOs)

1. Purpose of the partnership

The voice of civil society is rising. Citizens' movements – including youth, are becoming increasingly important at all levels (global, regional and local) and in all the fields of competence of UNESCO. The Organization aims to partner with civil society organizations to ensure greater efficiency in its actions, in accordance with the aspirations of citizenship and with a view to building democratic and equitable global governance.

NGOs are increasingly specialized and are able to act quickly and flexibly; they have a key multiplying function and the capacity to mobilize local, national and international actors; they play a major advocacy role and are becoming more and more major opinion leaders and shapers.

NGOs, as platforms for strong civil engagement, are therefore crucial partners of an intergovernmental organization such as UNESCO which needs to focus its resources in relation to its mandate and comparative advantages, and to act globally whilst at the same time linking the global to the local.

2. Strategic objectives of the partnership

Combining expertise and resources with NGOs will allow the Organization to:

- create strategic alliances within the framework approved by Member States;
- enhance efficiency and effectiveness of programme/activity implementation;
- strengthen visibility and impact of its action and presence, globally, regionally and at country level;
- support policy- and decision-making of the Organization;
- reinforce the implementation and monitoring of its normative frameworks;
- enhance its capacity to reach all segments of societies which should be beneficiaries of its action;
- multiply the effects of UNESCO's actions.

3. Strategy for engagement

From its inception, UNESCO has recognized the importance of involving NGOs and civil society at large in its activities and, over the years, has built up a valuable cooperation network with NGOs having an expertise in its fields of competence.

However, the rapid transformations taking place in the today's world challenge UNESCO to take a fresh look at its involvement with NGOs. The Organization has therefore begun an in-depth reform of its relationship with NGOs, which led to the adoption by the General Conference at its 36th session of the new Directives concerning UNESCO's partnership with NGOs (see below). These Directives offer a simplified policy framework for engaging, managing and maintaining partnership, which will allow a greater involvement of NGOs in the formulation and implementation of UNESCO's programmes.

Based on this framework, UNESCO will now focus its efforts to:

- further integrate partnerships with NGOs in programme planning and implementation, at both global and local levels;

- promote a genuine culture of partnership with NGOs within the Organization;
- revitalize, renew and widen the network of NGOs in official partnership with UNESCO;
- promote partnership with new organizations that are representative of civil society in those regions of the world where such organizations, for historical, cultural or geographical reasons, are isolated or weak.

The courses for action presented hereafter could constitute the basis for a long-term programme towards this end. Clearly, it will not be possible to implement them all simultaneously and their implementation will depend on the human and financial resources available:

- further defining the accountability mechanisms within the Organization (by *inter alia* clarifying the role and responsibilities of sectorial focal points and establishing regular intersectorial mechanisms to exchange experiences and ideas on partnership with NGOs).
- strengthening the evaluation mechanisms of the partnership;
- building a better communication with and among NGOs partners;
- promoting geographical mobility of major meetings and conferences of NGOs (i.e. the international conference of NGOs, NGO forums, etc.);
- encouraging the establishment of international or regional networks and coalitions of NGOs in official partnership with UNESCO on thematic or geographical bases;
- bringing together NGOs and the Secretariat on specific matters and particularly in preparation of work plans;
- possibly extending thematic collective consultations to all sectors;
- carrying mapping exercises of NGOs at national, regional and international levels relevant to UNESCO's fields of competence;
- identifying regional focal points for NGOs;
- organizing periodic regional or national thematic NGO consultations;
- exploring ways of regularly training UNESCO staff (Headquarters and field) on the Directives and their effective implementation.

4. Future outlook for harnessing the potential of this type of partnership

The policy framework defined by the new Directives will allow the Organization to better design its engagement for partnership with NGOs in different areas:

- Coordination and management of the partnership. Effective and strategic cooperation on the one hand, and the capacity of the NGO to complement and extend UNESCO's actions on the other, shall become major criteria for establishing and maintaining partnership with NGOs. In this respect, UNESCO will be challenged to establish an effective and sustainable mechanism of monitoring and assessing of UNESCO-NGOs partnership.
- Network of NGOs official partners and collective cooperation. If the collective mechanisms of cooperation are a pivotal element of the Directives, it will be indispensable to work towards making these mechanisms genuinely effective partnership modalities, through for instance an enhanced participation of all NGO partners from all regions and a reinvigorated role of the NGO-UNESCO Liaison Committee.

- Planning and programme implementation: the current framework will be complemented by new mechanisms at sectors level fostering involvement of NGOs at planning level including in the preparation of work plans.
- Decentralization: UNESCO shall take advantage of the field office reform to set up specific mechanisms at field level to fully involve NGOs, starting with a few pilot projects at country level.

5. Special features

Partnership with NGOs concerns all fields of competence of the Organization and comprises all forms of cooperation, including advancement and dissemination of knowledge, technical and intellectual advisory functions to UNESCO, programme implementation, funding and visibility. It is relevant for all UNESCO's functions (laboratory of ideas; standard-setter; clearing house; capacity-builder in Member States; catalyst for international cooperation).

UNESCO's identity as an intergovernmental organization necessarily influences its partnerships with NGOs. On the one hand, because NGOs are independent and oftentimes beyond the sphere and influence of governments, there may be difficulties in justifying partnerships with specific NGOs. On the other hand, NGOs can help represent and articulate the views and concerns of all groups and communities including vulnerable groups and excluded segments of society. They can offer the opportunity to build bridges and establish channels of communication and cooperation between people and communities on one side, and governments on the other.

6. Reference documents

The current statutory framework for cooperation with NGOs is defined in the **new Directives concerning UNESCO's partnership with non-governmental organizations**, adopted by the General Conference at its 36th session (36 C/Resolution 108). Two categories of partnership may be established with NGOs: *consultative partnership* (designed to enable UNESCO to establish and maintain flexible and dynamic partnerships with any organization of civil society that is active in UNESCO's fields of competence at whatever level) and *associate partnership* (open to international or regional organizations having maintained a continuous and effective partnership with UNESCO for at least two years).

7. Selection of the partner

In accordance with the Directives, UNESCO may establish official partnerships with international, regional, national or local NGOs, provided that they have not been established by intergovernmental agreement, or by a government and that its purposes, functions, structure and operation are non-governmental, democratic and non-profit-making in character. Generally speaking, the NGO shall fulfil the following conditions:

- it shall be engaged in activities in one or more specific fields of UNESCO's competence, in a spirit of cooperation, tolerance and solidarity, in the interests of humankind and with respect for cultural identities;
- it shall have a recognized legal status, an established headquarters and be governed by democratically adopted statutes;
- it shall have been in existence and have been carrying out activities for at least two years at the time it requests the establishment of a partnership.

8. Approval process of partner

Requests for consultative partnership may be submitted at any time by NGOs to the Director-General, accompanied by comprehensive documentation. The request is submitted to an internal

process of evaluation involving all sectors and services concerned as well as relevant field offices and, when necessary, the Office of Legal Affairs. Particularly when the request concerns a national or local NGO, the relevant national commissions for UNESCO and Permanent Delegations shall also be consulted.

In addition to the criteria provided by the new Directives, the evaluation process shall be guided by the following considerations: the real impact of the NGO's action on the field; the extent of the activities implemented jointly by the NGO and UNESCO in recent years; the potential for future cooperation and synergy; existing cooperation with other organizations of the United Nations system or other IGOs and cooperation with national commissions for UNESCO.

The Director-General decides upon the establishment of a consultative partnership. The Executive Board decides on the admission to associate status upon recommendation by the Director-General.

9. Cooperation modalities

Cooperation with NGOs may be bilateral and collective. It may take place both at the planning and implementation levels and shall occur at the global as well as regional and local levels.

Bilateral cooperation is essentially thematic and can intervene at different functional areas of activity (e.g. capacity-building, advocacy, technical support; standard-setting, etc.). It is managed through various modalities: implementation of certain elements of UNESCO's regular programmes, execution of projects and joint initiatives, consultation mechanisms and/or memoranda of understanding may be established; given the increasingly intersectoral approach of the Organization, cross-cutting framework agreements shall be sought involving at the same time different UNESCO's programmes, services and priorities.

Although the involvement of NGOs in programme implementation does not necessarily hinge on their official partnership with the Organization, but rather on their expertise in one or more of UNESCO's fields of competence, official partnership shall increasingly be sought as the privileged way of cooperation with the Organization.

Collective cooperation as provided for by the Directives in order to promote coordinated action is sought through different mechanisms:

- the International Conference of NGOs, which meets every two years (at UNESCO Headquarters or in any of its Member States), and its NGO-UNESCO Liaison Committee;
- theme-specific collective consultations, organized regularly in accordance with UNESCO programme implementation needs;
- the Executive Board's Committee on Non-Governmental Partners (NGP Committee).

In addition, NGOs contribute individually and collectively to the programming cycle of the Organization through specific procedures for consultation with NGOs on the UNESCO's Medium-Term Strategy (C/4) and its Draft Programme and Budget (C/5) detailed in the new Directives: participation in the consultation process; collective contribution through the International Conference; participation in the sessions of the General Conference.

10. Monitoring and evaluation of the partnership

Evaluation and impact assessment on specific cooperation between UNESCO and NGO partners at programme implementation level is an intrinsic part of the RBM approach and SISTER. Information on the main aspects of this cooperation is provided in the periodic reports of the Director-General to the governing bodies on the execution of the programme adopted by the General Conference (ex. EX/4). In addition, information on the main aspects of cooperation with

NGOs and implementation of the partnership's policy framework is provided to the Executive Board at each session through the NGP Committee.

The database of NGOs, foundations and similar institutions enjoying official partnership with UNESCO, which is accessible online to all Member States and the general public (in English and in French), is designed to serve as a valuable platform for reference and assessment of UNESCO-NGOs partnership.

A review is undertaken once every four years, by the Director-General, who presents a report at the General Conference on the changes that have taken place in the list of NGO partners and on the assistance they have provided to the achievement of UNESCO's objectives, together with an evaluation of the results. This report contains a list of organizations whose lack of collaboration has resulted in the automatic termination of their partnership with UNESCO, in accordance with the Directives.

11. Financial aspects

Although UNESCO is not a funding agency, UNESCO may make financial contributions to NGOs likely to make a particularly effective contribution to the implementation of its programme. The financial contributions are of three kinds: (a) contributions for the implementation of a framework agreement, (b) other contracts for the execution of UNESCO's programme, and (c) contributions under the Participation Programme (3% of the allocated amount for the PP for a given biennium).

In addition, UNESCO's Secretariat provides the NGO-UNESCO Liaison Committee with a modest financial contribution, the amount of which is determined at the beginning of each biennium and supplements the Liaison Committee's own resources. The premises and secretariat facilities necessary for the meetings of the International Conference and for the work of the NGO-UNESCO Liaison Committee are provided free of charge by the Director-General.

12. Expected visibility

Interest of news media and general public in UNESCO-NGOs partnership is still ad hoc and closely linked with the organization of major events and/or celebration of international days and prices. Major efforts shall be placed to ensure enhanced visibility of UNESCO's partnership with NGOs through social media.

As distinct and autonomous entities, NGOs in official partnerships with UNESCO are not authorized to use the UNESCO name, acronym, or logo on a permanent basis on their branding and communication materials or on their websites. Instead, depending on the nature of its partnership with UNESCO, an NGO may use one of the following standard sentences, next to its own logo, for purpose of information: "[NGO] in official partnership with UNESCO" or "[NGO], official partner of UNESCO (associate status) or (consultative status)". Similarly, NGOs could be granted with the patronage and use of the name, acronym and logo of UNESCO for particular or special events/activities. This requires specific written approval of the Director-General.

Strengthening communication between the Secretariat, Member States and official NGO partners and increasing the visibility of our cooperation shall becoming a priority in order to reap full benefits of the policy framework fixed by the new Directives. Without prejudging other ways and measures, communication on and with NGOs shall be based on the following tools and measures:

- the database of NGOs, foundations and similar institutions enjoying official partnership with UNESCO, publicly available on unesco.org and unesco.int;
- a regular written monthly communication targeted specifically for NGOs to be extended as far as possible to their national branches, aiming at sharing information on major activities and events of the Organization and better involving NGOs in their elaboration and implementation;

- A forum on the website for Member States and their National Commissions (www.unesco.int) is specifically devoted to NGOs activities, publications and any other relevant information concerning partner organizations.

13. Accountability mechanism

The management of programme implementation and monitoring (including theme-specific collective consultations) is the responsibility of each sector, service or field office depending on the field of competence. Moreover, focal points for NGOs shall be assigned in each programme sector and as far as possible regionally at the UNESCO field office level; they play a key liaison role in guiding NGOs, reinforcing operational cooperation and interacting with the NGO-UNESCO Liaison Committee.

The coordination of all official partnerships with NGOs and the management of collective mechanisms are entrusted to the Section for Non-Governmental Organizations (ERI/NCS/NGO) which plays an important role of liaison with the Secretariat at Headquarters and in the field, with Member States and their National Commissions, the governing bodies and non-governmental organizations, in order to foster NGO involvement in the programmes, facilitate collective cooperation and monitor joint activities.

14. Duration of the partnership

The Directives do not foresee a fixed duration for the consultative partnership, whilst the associate partnership is established for a renewable period of eight years.

15. Renewal and termination clauses

Absence of collaboration for a period of four years between UNESCO and a partner organization will result in the automatic termination of the official partnership, for both consultative and associate partnership. The decision to terminate a consultative partnership depends on the Director-General, who informs the Executive Board. When the Director-General deems it necessary to end an associate partnership with a non-governmental organization, he/she shall refer the matter to the Executive Board for decision.

16. Involvement of National Commissions

Relevant National Commissions for UNESCO are consulted during the admission process, particularly when the request concerns a national or local NGO. Cooperation at country level is conducted in consultation and/or in partnership with the national commission for UNESCO concerned.

The dedicated space for NGOs on (www.unesco.int) referred to above is expected to generate a greater interest and involvement of National Commissions in the partnership.

D. MEDIA

1. Purpose of the partnership

The mass media in all of its rapidly evolving forms remains the most cost-effective vehicle to rapidly reach a very large audience in all regions of the world with news and views about UNESCO's priorities and activities. It is also an excellent medium to raise UNESCO's visibility and mobilize public opinion on key issues.

The Organization aims to partner with a range of media outlets including national and international broadcast media (television and radio); national and international print media (newspapers, magazines, news agencies); multimedia (web and social media networks).

2. Strategic objectives

Strengthening the relationship between UNESCO and major media outlets allows the Organization to:

- Reinforce its image as a legitimate and credible authority in its various fields of action at national and international level;
- Influence political and civil society agendas;
- Raise awareness and mobilise public support for priority issues;
- Ensure that the Organization's key messages reach as wide an audience as possible.

3. Special features

No other partner has the outreach capacity, or such a diverse range of methods for reaching the general public and decision makers as the media.

In addition, the current media landscape, although constantly evolving, provides an extremely favourable environment for the development of partnerships with UNESCO, whose activities have the advantage of being at the heart of the world's major challenges.

Media outlets have multiplied exponentially with the rise of the web, fuelling a corresponding increase in demand for information. At the same time, editorial teams are being continually reduced, creating an opening for UNESCO to place well-prepared stories and information packages, in text, audio or video format.

4. Reference documents

There is currently no statutory framework for media partnerships. However, when preparing partnerships with media organizations, the guidelines established for entering into agreements with the private sector have been followed.

5. Selection of the partner

UNESCO may enter in partnerships with traditional news outlets, including newspapers, magazines and broadcasters, as well as new online multimedia outlets. Media partners are selected on the basis of their influence, audience, credibility, location, and the nature of the information UNESCO is seeking to promote.

6. Approval process of partner

Initial approval process takes place through internal meetings within ERI/DPI in consultation with concerned sectors, field offices and National Commissions. Due diligence must be completed with the implication of Legal Affairs.

Informal partnerships for specific media operations, such as the publication of a series of op-eds in the run-up to Rio+20, the launch of the *EFA Global Monitoring Report*, or celebrations for World Press Freedom Day, for which there are no financial implications, may be directly negotiated by ERI/DPI with the concerned UNESCO sectors and the partner organization.

In the case of partnerships established by field offices and/or National Commissions, ERI/ DPI should be informed from the outset and included in the negotiations between the parties.

7. Cooperation modalities

Partnerships may be established directly between UNESCO and a media organization, or, for bigger projects, as a triangular agreement involving UNESCO, a major media outlet and a financial partner.

Any agreement, formal and informal, or long- and short-term, requires regular and structured contact between the parties to establish objectives, the roles and responsibilities of each party and desired outcomes. The use of UNESCO's logo and the branding of the Organization must be clearly defined.

Cooperation can take various forms depending on the type of media concerned. It could be via the provision by UNESCO or by the media partner of editorial content, audiovisual material or publication space in print or online media. It could be through the provision of broadcast time, or audiovisual production in the case of radio or television networks.

8. Monitoring and evaluation of the partnership

Rigorous monitoring and evaluation is required for all partnerships. Benchmarks must be established during the planning phase of the partnership agreement and desired, measurable outcomes and deadlines clearly defined.

Partners are expected to report to UNESCO on audience share (for broadcast media), circulation (in the case of print media), hits and page views (in the case of online media). UNESCO is expected to report on the provision of content for media partners and any other relevant statistics that may serve as an indicator of cooperation with the partner concerned.

9. Financial aspect

Most bilateral media partnerships would involve the preparation and provision of editorial content, such as text, photos or film footage. In such cases there is no financial commitment.

For large, longer-term projects, especially in the audiovisual domain where filming and production would be required, financing must be assured by the media partner, or a third partner, within the framework of a triangular partnership.

10. Expected visibility

Strategically selected media partnerships, for particular events or longer term promotional activities, would increase UNESCO's visibility significantly. As mentioned earlier, the media – in all its forms – has the potential to reach huge audiences.

11. Accountability mechanism

Accountability of any expenditures and the use of the UNESCO logo are the responsibility of ERI/DPI.

12. Termination clauses

Either party shall be entitled to terminate the present Agreement giving three months' notice in writing to that effect to the other party if the other party fails to carry out any of its obligations in terms of the present Agreement.

13. Involvement of National Commissions

Cooperation at country level is conducted with the involvement and cooperation of National Commissions.

E. PARLIAMENTARIANS

1. Purpose of the partnership

Throughout the world, Parliaments are the central institutions used to express the will of the people, pass laws and hold governments accountable. They are uniquely positioned to shape and enforce laws promoting the rights for education, culture, science and media and to allocate resources for national budgets in these fields. Parliaments have the power to ratify the Organization's international conventions and recommendations and to align their respective national laws on these instruments. Parliamentarians are thus able to place the objectives and priorities of UNESCO on their agenda and their programmes of work.

This partnership with UNESCO would allow parliamentarians:

- to receive international and national expertise in key areas of legislation;
- to adopt national laws in alignment with UNESCO standard-setting instruments;
- to ratify UNESCO related international conventions, and ensure appropriate national budgets for education, science and culture.

2. Strategic objectives

Our cooperation is expected:

- to lead to increasingly regular dialogue and better knowledge of our priorities and activities by:
 - improving understanding of UNESCO's normative action and expertise;
 - raising awareness of parliamentarians about UNESCO's priority programmes;
 - advocating more efficiently for legal and policy frameworks to better address educational, cultural, scientific issues at country level.
- to secure national laws that are more consistent with such priorities and citizens' expectations, by:
 - increasing UNESCO's standard-setting function at national, regional and global levels;
 - ensuring that the Organization's objectives are taken into consideration when voting national laws and budget, and making national policy choices;
 - promoting the ratification of international agreements and translate them into national legislation;
 - increasing regional cooperation by sharing best practices among various Parliaments;
 - contributing to achieve MDGs goals;
 - involving parliamentarians more in the work of UNESCO.

3. Strategy for engagement

Since 1994, UNESCO has endeavoured to closely collaborate with elected representatives, who are key actors in politics, to anchor its ideals more firmly in national and local political realities. To this end, it is taking steps to sensitize parliamentarians to the work conducted by the Organization and raise their interest for being involved in partnership with UNESCO, by the following means:

- Cooperate and strengthen links with the Inter-Parliamentary Union (IPU) and regional organizations of parliamentarians;
- Promote partnerships with Parliamentarians from Member States which have not yet established this type of partnership with UNESCO.

4. Future outlook for harnessing the potential of this type of partnership:

- Establish partnership monitoring and assessment processes;
- Choose its partnerships in the light of its long-term objectives and strategies;
- Contribute actively to the geographical rebalancing of its partnership;
- Facilitate collaboration between National Commissions for UNESCO and parliamentarians;
- Create an intersectoral database covering all the actors working in their fields of competence.

5. Special features

UNESCO's partnership with the legislative bodies of Member States is a complementary effort with a view to promoting its actions at national level and, through them, to enhance cooperation with the Legislative and the Executive, as well as with civil society.

6. Reference documents

Reference documents for partnerships with Parliamentarians include relevant paragraphs of the C/4 and C/5 documents, which specify the characteristics and impact of cooperation with parliamentarians. They also include certain declarations adopted at UNESCO-parliamentary conferences and forums since 2002, as well as relevant paragraphs of the follow-up of the Independent External Evaluation (187 EX/17). Such declarations demonstrate the commitment of parliamentarians to UNESCO's objectives and priorities as well as their mutual understanding and support. The joint publication of UNESCO/IPU on the cooperation with parliamentarians summarizes various aspects of this partnership.

7. Selection of the partner

UNESCO develops partnerships with parliamentarians at various levels:

- At the global level, UNESCO and the Inter-Parliamentary Union (IPU) signed a cooperation agreement in 1997 with a view to developing guidance for national parliaments, publishing parliamentary materials corresponding to the Organization's objectives and facilitating the ratification of UNESCO-initiated international normative instruments.
- At the regional level, several Regional Parliamentary Organizations, such as the Latin American Parliament (Parlatino), the Parliamentary Assembly of the Francophonie, have signed cooperation agreements with UNESCO, focusing on the fields of cultural diversity and education. In addition, Regional Parliamentary Forums for Education in Africa (FAPED-2002), the Arab States (FARPED-2007), Asia and the Pacific (FASPPED-2008) and Latin America and the Caribbean (FLACPED-2010) regions have been established, in cooperation with UNESCO. These Forums mobilize a strong network of parliamentarians in favour of the achievement of EFA goals. Members' forums participate to the work of the high level Group on EFA, convened by UNESCO.

- At the national level, a network of 127 Parliamentary Focal Points for UNESCO has been established in cooperation with IPU to mobilize political, educational, scientific, media and cultural communities and to ensure constructive relations between the executive, the legislative and civil society. As a best practice, “the Joint Standing Committee of the Chamber of Deputies and the Senate for the relations with UNESCO” has been set up in the Romanian Parliament.

8. Approval process of partner

As noted above, parliamentary focal points for UNESCO are selected by the Parliaments of Member States.

At the regional and international level: UNESCO and relevant parliamentary organizations fix the terms of their partnerships and sign cooperation agreements. These proposals are submitted by the Director-General to the Executive Board for approval.

9. Cooperation modalities

- The following activities are instrumental in mobilizing support and enlarging this cooperation at various levels: official visits of the Director-General to Member States; high-level meetings with parliamentarians and hearings with parliaments; the reciprocal representation with inter-parliamentary organizations in annual meetings.
- At the international level, UNESCO and IPU share information materials, co-publish brochures, extend invitations to each other’s general assembly or general conference and jointly organize forums and other events.
- At the regional level, regional parliamentary forums for education are regularly organized. The purpose of these forums is to confirm the commitment of parliamentarians to EFA goals, review the progress made in this respect (political support to EFA and mobilization of adequate and effective financing for its achievement), share experiences and enhance action, notably the normative one, to reach the EFA goals. All parliamentary focal points (who are often presidents of the parliamentary committee for education) are members of their respective regional forums for education.
- At national level, the role of this institutional network of parliamentary focal points for UNESCO is to establish a permanent link between the Parliaments and the National Commissions for UNESCO at the national level. This cross-party group aims to mobilize political, educational, scientific and cultural communities in favour of UNESCO.

10. Monitoring and evaluation of the partnership

Monitoring and assessment mechanisms should be designed to ensure optimal results for this partnership. This should be done in collaboration with our partners in order to ensure the quality control of this partnership and provide up-to-date data on the activities undertaken by concerned partners.

The Executive Committee and the General Assembly of parliamentary forums for education need to be better assessed and monitored as part of global efforts to reach the EFA goals. .

The Database on the network of parliamentary focal points for UNESCO as well as cooperation with regional and interregional inter-parliamentary organizations needs to be improved and strengthened.

11. Financial aspects

In recent years, UNESCO contributed to the organization of regional and international parliamentary meetings and forums that were held at Headquarters and in the field. Financial support was mainly provided from the regular programme (both from Headquarters and field offices) and was complemented by extrabudgetary resources.

Given the financial situation of UNESCO, this partnership will need to be financed through voluntary contributions and other extrabudgetary resources. In this regard, fundraising and co-funding schemes should be worked out with UNESCO's interlocutors at various levels.

12. Expected visibility

To date, the standard-setting action of UNESCO and its partnership with parliamentarians in this respect have not sufficiently attracted the attention of the media and the public at large. This situation calls for efforts to involve more actively the media to cover parliamentary forums with regards to EFA. It also calls for efforts to highlight the impact of this partnership (standard setting, advocacy, and outreach to civil society). The Organization can rely on its network of elected representatives to improve its visibility and modernize its communications targeting global opinion.

There is a need to further develop the online database and information materials to promote and advocate for UNESCO's partnership with parliamentarians. UNESCO should also more vigorously mobilize the national parliamentary focal points to enhance the overall visibility of UNESCO and its partnership with them.

13. Accountability mechanism

The overall coordination of this partnership will continue to be provided by the ERI Sector (Section of National Commissions and Related Networks), in collaboration with relevant programme sectors. Management of programme implementation shall be the purview of concerned programme sectors. For instance, Regional Parliamentary Forums for Education (FAPED, FARPED, FASPPED and FLACPED) could be the responsibility of the Education Sector.

Partners at each level should be accountable to their own institutions. Periodic reports should also be prepared and shared with the other partner.

14. Duration

There is no specific time frame for this partnership.

15. Renewal and termination clauses

There are no legal clauses for renewal and termination of this partnership. However, the cooperation with parliamentary focal points is automatically suspended after four years of ineffective or lapsed collaboration.

16. Involvement of National Commissions

National Commissions have a liaison function in developing this partnership. They should be informed and kept abreast of the partnership's advancement at national and regional levels. National Commissions are encouraged to include parliamentarians in their membership. At national level, National Commissions should develop consultations with parliamentarians on their programmes, invite them for their events and develop mutual support and joint actions in the fields of competence of UNESCO.

F. ASSOCIATIONS, CENTRES AND CLUBS FOR UNESCO

1. Purpose of the partnership

Clubs for UNESCO are non-profit bodies which work on a voluntary basis and are legally and financially independent from UNESCO. They are often established in schools and higher educational institutions, and have close links to the general public and other professional and local authorities. Clubs share a commitment to UNESCO's ideals and assist in their realization at the grass-roots level. They thus contribute to the promotion of UNESCO's values, messages and actions and are instrumental for the realization of its objectives and goals.

The very first Club was set up in Sendai, Japan in 1947, even before Japan became a Member State of UNESCO in 1951. Today, the movement includes more than 3,500 Clubs, Centres and Associations in more than 100 countries.

2. Strategic objectives

The combination of expertise and resources with Clubs for UNESCO will allow the Organization to:

- foster the interest of children and youth in issues related to UNESCO;
- develop and promote understanding of UNESCO's goals and ideals at grass-roots level;
- strengthen the implementation of its programme at local and national levels;
- contribute to the civic and democratic education of the members of Clubs for UNESCO and through them the public at large;
- promote solidarity and tolerance among children and youth;
- promote the International Days, Weeks, Years and Decades proclaimed by the United Nations and UNESCO.

3. Strategy for engagement

Most Clubs for UNESCO have particularly limited financial and operational capacities. In recent years, the *raison d'être* of the Clubs' movement has been challenged with the rise of modern means of communication and increasingly limited funding at the local level. If those restraints have not impeded their activity, their ability to survive is constantly at stake.

UNESCO strategy regarding Clubs is therefore targeting the following objectives:

- Capitalize on successes achieved through partnership with Clubs for UNESCO to make better use of its potential;
- Encourage Clubs for UNESCO to look for and turn to public and private sponsors with the help and supervision of their country's National Commission;
- Strengthen coordination and communication of the Clubs movement, notably by using social media to establish a forum for disseminating information about the Clubs and their activities;
- Bring synergies to several UNESCO networks which could play complementary roles to the Clubs movement, such as ASP network and UNESCO Chairs Programme;
- Encourage cooperation with other civil society partners, such as the private sector, local/municipal authorities,

- Strengthen the role of the WFUCA and of the regional and national federations of Associations, Centres and Clubs for UNESCO to periodically report to UNESCO and ensure the quality control of the Clubs in their respective country and region;
- Take additional measures to control the use (or avoid misuse) of UNESCO's name and logo, and ensure that Clubs' actions are in line with UNESCO's ideals.

4. Future outlook for harnessing the potential of this type of partnership

The active support of National Commissions would be a prerequisite for coordinating the great variety of Clubs for UNESCO. They could notably encourage the creation of national federations, which would:

- coordinate the work of individual Clubs;
- propose common activities and guidelines for Clubs of same countries;
- provide them with documentation;
- encourage contacts with Clubs and similar bodies abroad.

5. Special features

Clubs for UNESCO help to foster access to the public, especially children and youth, and to public opinion in Member States. This partnership allows citizens to voluntarily take part in UNESCO's actions. It is meant to use this available energy and enthusiasm for a more efficient and relevant implementation of selected activities in the field.

Clubs for UNESCO are diverse and varied, but they all adhere to the common principles of the Organization's Constitution and to the Universal Declaration of Human Rights. They are largely independent from governments, different in size and financial and operational capacities, flexible in structure and membership (frequent turnover of members). They contribute to bring children and youth together to promote UNESCO's ideals and values at the local level.

6. Reference documents

Partnerships with Clubs for UNESCO are based on:

- *Clubs for UNESCO A Practical Guide*, first published in 2009 by the Organization and largely disseminated amongst clubs. The guide presents the modalities for establishing and conducting a Club.
- The database created in 2009 centralizes all information received regarding clubs in each country. The relevance of this information is ensured by National Commissions.
- The Directives concerning the use of the name, acronym, logo and Internet domain names of UNESCO, national laws for the accreditation as NGO.

7. Selection of the partner

Clubs may be established by individuals and are frequently set up by schools or other educational and cultural institutions. It is up to the National Commissions for UNESCO to approve the status of a Club for UNESCO.

8. Approval process of partner

- Each Club for UNESCO must first obtain the approval of its country's National Commission, which is responsible for recognizing the establishment of Clubs and endorsing activity's projects.
- Once the National Commission has officially approved the affiliation to the Clubs Movement, the Club is associated to UNESCO's activities and added into its database and relevant documents.
- It is entirely to the advantage of Clubs to adopt statutes recognising laws applying in their country to non-profit-making cultural associations (should they exists). Such legal status will entitle them to official recognition by public authorities.
- Clubs for UNESCO are legally and financially independent from UNESCO, even though UNESCO may sponsor a number of their activities.
- National Commissions have the right to grant the use of UNESCO's name, acronym or logo, but only in the form of a linked logo. They may also establish time limits and/or conduct periodic reviews of authorizations which can be withdrawn. Any decision granting the use of UNESCO's name, acronym, logo and/or domain names are based on the following criteria: (i) relevance of the proposed association to the Organization's strategic objectives and programme; and (ii) compliance with the values, principles and constitutional aims of UNESCO.

9. Cooperation modalities

Cooperation with UNESCO is undertaken through the various bodies in which Clubs are organized as follows:

- National federations, which have been set up with the assistance of National Commissions. Their purpose is to facilitate contacts and carry out the work of the Clubs, Centres and Associations for UNESCO at the local, national and regional levels.
- Five regional federations enable the clubs to increase the effectiveness and range of their work by organizing their activities at the international level through the World Federation of UNESCO Clubs, Centres and Associations (WFUCA).
- WFUCA was established in 1981, as an essential partner for promoting UNESCO's values and federate the clubs movement. WFUCA and the regional federations set up later provide Clubs for UNESCO with a platform and enable them to speak with a single voice at major international summits. By facilitating exchange of expertise and information sharing, WFUCA should promote the mobilization, the cooperation and the coordination of this network. A World Congress of the WFUCA is held every four years to evaluate and coordinate its programmes and to elect its Executive Bureau, made up of representatives from all regions.

10. Monitoring and evaluation of the partnership

Monitoring and evaluation of this partnership is essentially done by the National Commissions, which play a fundamental role in coordinating, liaising with and mobilizing partners at the local and national levels. National Commissions are responsible for the orientations and legitimacy of activities that are undertaken by the Associations, Centres and Clubs for UNESCO. They must ensure that these Clubs respect the ethics of UNESCO, being particularly vigilant on the use of the name and logo of UNESCO.

UNESCO (ERI) carries out a general survey of clubs for UNESCO every four years based on the data provided by National Commissions in order to obtain a global evaluation of this network.

11. Financial aspects and implementing funds

The resources of Clubs only consist of membership fees or receipt from public functions organized by the Club. It is quite possible for a Club to plan and carry out activities that cost nothing but voluntary efforts of their members.

Clubs could also mobilize necessary funds from UNESCO's Participation Programme through National Commissions, and in specific and very limited cases also from the Organization's regular budget.

12. Expected visibility

Activities of Clubs are not expected to generate headlines at national and international levels. They can however be useful in maintaining local and national visibility for causes in the remit of UNESCO and promoting solidarity, tolerance and respect for basic rights.

13. Accountability mechanism

National Commissions have the authority to grant to the Clubs the right to use the Organization's name and logo (linked logo). National Commissions consequently have considerable responsibility for ensuring that club activities are in line with UNESCO's goals and principles.

The overall coordination of the Clubs movement is made by the Section of National Commissions and Related Networks of ERI Sector. The management of programme implementation is to be followed by related programme sectors and services concerned. WFUCA and the regional and national federations of UNESCO Associations, Centres and Clubs for UNESCO should play a more active role to periodically report to UNESCO and conduct a census of Clubs at their respective level (national, regional, international).

14. Duration

There is no specific time frame for this partnership.

15. Renewal and termination clauses

Those Clubs that are no longer active, as noted through a periodic survey carried out by the Secretariat (please see above), are terminated. In addition, the misuse of UNESCO's name and logo is another factor taken into consideration in the examination of renewal and termination of individual clubs.

16. Involvement of National Commissions

It should be noted that the role of the National Commissions is not only to foster activities of Clubs for UNESCO that will contribute to attain the objectives of UNESCO, but also to see that such activities do not depart from the ideals by which they are inspired.

As already mentioned, National Commissions are responsible for the authorization and establishment of new Clubs. They also monitor Clubs' activities in their respective country and support and work closely with the National Federations of Clubs for UNESCO (if they exist) to carry out this duty.

G. ACADEMIC – UNIVERSITIES AND OTHER HIGHER EDUCATION INSTITUTIONS, RESEARCH INSTITUTIONS IN HIGHER EDUCATION

1. Purpose of the partnership

To advance teaching, learning and research that supports the development of sustainable knowledge societies.

2. Strategic objectives

- To build capacities at higher education and research institutions through the exchange of knowledge and sharing in a spirit of international interuniversity solidarity which respects cultural diversity;
- To establish new teaching programmes, generate new ideas through research and reflection, facilitate enrichment of existing academic programmes allowing higher education institutions to respond more readily and with greater autonomy to the demands for new learning and research in a world undergoing rapid economic, social and technological change;
- To encourage interdisciplinary research/studies;
- To promote North-South, South-South and triangular cooperation as a key strategy for institutional development;
- To foster partnerships and cooperation among academia, civil society, local communities, research and policy-making.

3. Special features

The UNITWIN/UNESCO Chairs network shares UNESCO's values, connects the Organization with communities, mobilizes expertise to support the advancement of UNESCO's goals in education, sciences, culture and communication. As a global network, built on a common vision of a world free of poverty and discriminations, it strengthens UNESCO's links with scientists, researchers and communities of practice and has a potential to contribute to the formulation and delivery of UNESCO's programmes and to achieving the MDGs.

4. Reference documents

- The strategic orientations for the UNITWIN/UNESCO Chairs Programme adopted by the Executive Board at its 176th session (April 2007), document 176 EX/10 (<http://unesdoc.unesco.org/images/0014/001499/149919e.pdf>)
- The guidelines and procedures for the UNITWIN/UNESCO Chairs programme (2009, <http://unesdoc.unesco.org/images/0014/001439/143918e.pdf>)
- UNESCO's Medium-Term Strategy (C/4) and Approved Programme and Budget (C/5)

5. Selection of the partner

The Programme is open to universities and other institutions of higher education and research that are recognized as bona fide institutions by the competent national authorities in the respective country and accepted by UNESCO; NGOs working in the field of higher education and research; other academic associations; inter-university and other academic networks that wish to establish a link between their own activities and the UNITWIN/UNESCO Chairs Programme; national, regional and international public or private institutions and agencies that currently have or intend to develop cooperative links and arrangements with UNESCO in the field of higher education.

Proposals for a UNESCO Chair or UNITWIN Network may be submitted by an institution eligible to participate in the programme. However, UNESCO Chairs or UNITWIN Networks may only be established at universities, other institutions of higher learning, or research institutions in higher education.

6. Approval process of partner

A university or other institution of higher learning or a research institution in higher education is recognized as a partner following UNESCO's approval of a proposal to establish a new UNESCO Chair or a UNITWIN cooperation programme submitted by the institution.

Proposals for UNESCO Chairs or UNITWIN cooperation programmes must meet a number of criteria, developed by UNESCO in collaboration with key programme actors. In accordance with these criteria, projects must be aligned with UNESCO's priorities; have a strong North-South, South-South and North-South-South cooperation dynamic; be interdisciplinary and innovative; include a comprehensive system of research, training, information and documentation activities; contribute to stimulating and developing intellectual and educational activities; have an impact at the global, regional, sub regional and national level; have the support of the National Commission for UNESCO, etc. Proposals must also be adequately funded to be accepted.

Each project is reviewed by the relevant Sector which makes a recommendation on the establishment of the UNESCO Chair or UNITWIN cooperation programme. This recommendation is validated by the Assistant Director-General of the Sector concerned and then transmitted to the Assistant Director-General for Education – the overall coordinator of the UNITWIN/UNESCO Chairs Programme – for a final decision on the proposal. An agreement is then signed between UNESCO and the partner(s) to officially establish the UNESCO Chair or the UNITWIN cooperation partner. The agreement identifies clearly the partners and their respective rights and responsibilities, the objectives of the Chair/cooperation programme, the use of the UNITWIN/UNESCO logo, the renewal of the Chair/cooperation programme etc.

7. Cooperation modalities

In accordance with the terms of the agreement mentioned in the section above, UNESCO takes steps to facilitate the participation of the partner in its programmes and activities with a view to strengthening international academic cooperation in the field of scientific research and its applications for national development. Wherever possible, UNESCO encourages the exchange of professors, researchers and students with other universities within the framework of the UNITWIN Programme. Moreover, UNESCO endeavours to associate the partner with the activities of other UNESCO Chairs and UNITWIN cooperation programmes focusing on similar or closely related themes. Finally, UNESCO plays a proactive role in fostering partners' networking.

Cooperation with the partner is managed at different levels and by different Sectors of UNESCO Secretariat: the coordination team, in the Education Sector; the Intersectoral Committee for UNITWIN, comprised of representatives of all substantive Sectors of UNESCO; the network of UNITWIN Sector Focal Points; and field offices, institutes and centres, all contributing to the efficient implementation and monitoring of UNESCO Chairs and UNITWIN cooperation programmes.

8. Monitoring and evaluation of the partnership

Quality performance is of paramount importance to the UNITWIN/UNESCO Chairs Programme. The intention is for UNESCO Chairs and UNITWIN Networks to become poles of excellence and innovation. The first level of evaluation is the host institution itself which ensures that the Chair or Network is making a difference, in particular in improving capacity in developing country partners.

Progress reports that Chairs and Networks are requested to submit annually to UNESCO inform on the impact of their activities on capacity-building, knowledge sharing and national/regional

policy formulation. UNESCO expects the host institution to take a results-based management approach in designing the activities of the Chair or Network.

Other forms of evaluation are organized by UNESCO with the National Commissions for UNESCO playing a key role. Evaluations may be internal or external and their results inform decision-making in the subsequent UNESCO programme and budget. Evaluation and monitoring can also take the form of consultation meetings, workshops that include partners, or visits by UNESCO staff to the UNESCO Chair or UNITWIN Network.

9. Financial aspects

Proposals for the establishment of new UNESCO Chairs/UNITWIN cooperation programmes must include evidence of resources secured or committed for the implementation of activities planned as the availability of resources (human and financial) is among the evaluation criteria. These resources are managed directly by the partner. UNESCO regular programme funds serve essentially to foster Chairs' networking, sharing of knowledge and good practices, and to enhance their cooperation with UNESCO in priority areas.

10. Expected visibility

To ensure the visibility of the partnership, UNESCO Chairs and UNITWIN cooperation programmes are invited to use the composed UNITWIN/UNESCO logo that includes the UNESCO official logo, the UNITWIN logo and the partner's logo. This composed logo is designed by UNESCO and can be used on all promotional and information materials published by the partner in relation to activities of the UNESCO Chair/UNITWIN cooperation programme.

UNESCO makes available relevant information on UNITWIN/UNESCO Chair partners on the UNITWIN Portal (name of the partner, title the Chair/Network, its objectives and concrete activities, partners, website, the name and contact details of its Chairholder, as well as information on important upcoming events, publications, etc.).

11. Accountability mechanism

Several mechanisms are in place to facilitate the implementation of the partnership. These include the Programme coordination team, based in the Education Sector; the Intersectoral Committee for UNITWIN, comprised of representatives of all substantive Sectors of UNESCO; the network of UNITWIN Sector Focal Points. In addition to these, field offices, institutes and centres contribute actively and substantively to the efficient implementation and monitoring of UNESCO Chairs and UNITWIN cooperation programmes.

The ED coordination team is responsible for the overall coordination and management of the Programme under the authority of the Assistant Director-General for Education. ADG/ED reports to the Director-General on overall programme implementation, proposes new programme strategic orientations to the Director-General for approval, decides on allocation of ED resources (staff and funds).

The responsibilities of the ED coordination team cover all programme areas, ranging from the support provided to higher education institutions wishing to work on a project proposal, to the establishment of new UNESCO Chairs/UNITWIN networks, the appointment of Chairholders, the renewal of agreements, monitoring and evaluation, communication, reporting, etc. The ED coordination team acts as well as the UNITWIN Focal Point for the Education Sector. All these responsibilities are discharged in close consultation and cooperation with the UNITWIN Sector Focal Points; field offices, institutes and centres; National Commissions for UNESCO; the potential partners themselves etc.

The UNITWIN Sector Focal Points, field offices, institutes and centres advise on projects' relevance; Chairs' and Networks' performance, appointment of Chairholders, Chairs' development

prospects, etc. More importantly, they facilitate synergies and cooperation between UNESCO and Chairs/Networks in the conceptualization and implementation of the Organization's programmes and activities.

12. Duration

UNESCO Chairs can be established as new teaching and research units at universities and other higher education and research institutions for an initial period of four years. UNITWIN Networks are established for a period of six years.

13. Renewal clauses

The renewal of agreements is processed through an exchange of letters between the parties signatories to them (UNESCO and the host institution of a UNESCO Chair or UNITWIN Network). The institution or institutions concerned send a letter to UNESCO requesting the renewal of the agreement. Whether or not UNESCO approves the renewal of the agreement will depend on the assessment of the work done by the UNESCO Chair or the UNITWIN Network (its quality, relevance and concordance with the objectives and mandate of UNESCO) and appropriate funding obtained.

14. Termination clauses

When UNESCO Chair or UNITWIN Network does not fully comply with the terms of the agreement, UNESCO exercises its right to close the Chair or Network. Circumstances under which UNESCO terminates or does not renew an agreement include: failure to submit progress reports; progress reports are evaluated negatively; activities carried out by the Chair/Network do not correspond to UNESCO's mandate.

15. Involvement of National Commissions

As a key programme actor, National Commissions for UNESCO support higher-education institutions prepare their applications for the establishment of a UNESCO Chair or UNITWIN cooperation programme; ensure that proposals meet eligibility criteria; facilitate networking, sharing of information and good practices among Chairs established in the country; make available information on the activities carried out by the UNESCO Chairs/UNITWIN cooperation programmes to the national, regional and global community; contribute to programme evaluations their own perspective on the Chairs' relevance, activities, development prospects and impact.