THE FLANDERS UNESCO SCIENCE TRUST FUND (FUST) PHASE 3

An External Evaluation Report
(March 2008- March 2013)

Savithri (Savi) Narayanan and Wouter Buytaert

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TABLE OF CONTENTS

I. Executive Summary

An evaluation was undertaken of the "Flanders/UNESCO Trust Fund for the Support of UNESCO's Activities in the Field of Science" (FUST), to assess its relevance, effectiveness and areas requiring changes or improvements in order for the two partners to decide on its future directions. The FUST was the result of the recognition by both the Government of Flanders and the UNESCO on the importance of collaboration to achieve common global objectives, particularly in areas of data and information management, science in support of policy development and ecosystem management, and capacity enhancement in priority geographical areas of Africa and Latin America. It was established in 1999 between the UNESCO and the Government of Flanders and extended to 2013 in multiple phases. In the third phase, which is evaluated here, FUST funded selected projects of three UNESCO Programmes: International Hydrological Programme (IHP), the Man and the Biosphere (MAB) Programme, and the Intergovernmental Oceanographic Commission (IOC).

The evaluation process included a review of technical and financial reports, consultation with officers at UNESCO and Government of Flanders, and site visits to Oostende (Belgium), Guayaquil (Ecuador), Bogota and Santa Marta (Colombia), Pretoria (South Africa), and Windhoek (Namibia), to meet with the teams implementing two of the FUST programmes, SPINCAM and FETWATER. The visits allowed the reviewers to get input directly from the institutions and staff actually delivering on these programmes: relevance of these programmes to their regional and national programmes, impediments and challenges, and suggestions for way forward.

The following are high-level observations (additional observations are given under each project):

- The FUST projects portfolio is found to be highly relevant to both UNESCO and the Government of Flanders, in that it is consistent with the established priorities of both partners and complements their funded activities, and provides good value for money. FUST – funded training was found to be particularly relevant to enhance the scientific activities in the participating countries as they fill a void in the range of training that is typically available in these regions.
- Many of the large projects of the portfolio have been effective in leveraging funds from other sources as well as scientific and technical expertise, and successful in generating relevant and high-quality outcomes. Without the contributions from FUST and the intergovernmental coordination, these projects could not have been launched.
- Small-scale activities not only support the larger projects, but also enable a targeted approach to responding to opportunities and scientific requirements, and even to crosswalk between natural sciences and social sciences, particularly in the area of Human Rights including Children's Rights.
- The visibility of the FUST-funded projects is in general good, particularly through the web, workshop and conference reports and others. However, some issues were identified with regard to access to project outputs and long-term sustainability of their availability.
- Sustainability remains challenge, particularly due to a weakness in the regional data and information management infrastructure and database inter-operability.
- FUST has been found as a good model for strategic investments by Member States in UNESCO as it is based on long-term vision and objectives and has built-in modality to:
  - support multi-phased projects at longer-term with ear-marked funding;
  - fund specific activities that fill the gap between larger programmes and help take advantage of other initiatives, through a faster approval process by the Government of Flanders;
  - leverage additional resources by attracting further co-funding;

- serve as a platform for involvement of Flemish academic community (through secondments, participation in research projects, internships by students etc.);
- enable secondments to UNESCO Headquarters to help coordinate the FUST activities and ensure smooth governance, particularly as the national and UNESCO's policies can be quite daunting for scientific institutions.
- ensure a governance process including a Steering Committee, which plays an advisory role in the preparation, negotiation and proposal of projects, and reviewing and supporting the approved projects, and thus assist the Flemish Government to arrive at the final decision.

- Projects that explore enhanced interlinkage of the UNESCO programmes, and those that break through the traditional barrier between natural and social science (such as Human Rights, literacy and gender equality) may want to be considered to reap maximum benefits from FUST.

The following are the recommendations from the evaluation.

- **General recommendations**

Recommendation 1. As FUST has made a very important contribution to the global community towards responsible environmental stewardship by facilitating research, data and information management, capacity building and generation of useful products and publications, it is strongly recommended that the partnership between the Government of Flanders and UNESCO be continued and FUST funding be maintained at least at the current level.

Recommendation 2. It is recommended that the FUST funding modality be maintained in its current combination of large multi-year projects, small scale activities and secondments, and further adapted to including opportunities for scientists to be engaged in these projects without impacting on their research career, and reap benefits in terms of scientific publications, access to graduate students, and increased collaborations with their counterparts in other institutions.

Recommendation 3. Noting the success of the data and information efforts funded by FUST, and recognizing that not all regions have acceptable capacity levels for integrated data management, it is recommended that the investments in data and information management along with associated training be supported as priority for Latin America for the next period of funding.

Recommendation 4. It is recommended that the visibility of outputs and activities achieved in FUST funded multi-year projects is duly enhanced, including the contribution of other funding partners, by making better use of the web and social media as well as through focussed effort on communication nationally, regionally and globally. Such outcome is particularly important to ensure sustainability of the skills and the science in the participating countries.

Recommendation 5. It is recommended that FUST pay particular attention to enabling enhanced involvement of more junior scientists, including from Flanders (e.g., MSc students, PhD students and interns) to ensure the projects' scientific quality. This may for instance be explored through the Flemish Internship programme.

Recommendation 6. To remove the bottlenecks for the involvement of academics, a stronger focus on secondments of scientific experts is recommended, potentially with a formal link to a Flemish academic institution. Such secondments would decrease the time pressure on involved academics, at the same time providing benefits to both the seconded scientific experts and the participating academics through co-authored scientific publications among others.

Recommendation 7. It is recommended that in the call for proposals for FUST funding, additional themes be included that explore (a) generation of education materials for enhanced literacy and science education; (b) Human Rights and Children's Rights; (c) Gender equality in Science and Policies; (d) transdisciplinary approaches to poverty alleviation and sustainability promotion.

- **IHP**

Recommendation 8. Put more emphasis on the long-term sustainability of the projects through, for instance, a programme website that can host outputs (e.g., training material) and document outcomes (e.g., course attendance) of individual projects after they have finished.
Recommendation 9. Enable more active involvement of Flemish stakeholders and academia (students and faculty) and further foster the scientific input in the project (e.g., through the recently established IHP Belgian committee).

- **MAB**

Recommendation 10. Encourage the formulation of new FUST projects of the type of SUMAMAD, given its excellent combined emphasis on (1) leveraging relevant scientific research; (2) strong ties to the local and regional policy level; (3) targeting vulnerable communities.
Recommendation 11. Give particular attention to target specific deliverables (e.g., peer reviewed publications with authors from the South) through flexible funding schemes to enhance the participation of Flemish academics.

- **IOC**

Recommendation 12. Extend the FUST support to IOC programmes building on the successes of past investments and aligning with the 2014-2021 medium-term strategies of UNESCO and IOC.
Recommendation 13. Develop an effective ODIN programme in Latin America under IODE to obtain maximum benefit from SPINCAM and other science projects, and to support regional needs and those of the member states.
Recommendation 14. Enhance the usefulness of the coastal indicators at the national, municipal and provincial levels by enabling the SPINCAM team to make the results available through various media including social networks, and through publications such as the State-of-the Coast reports.
Recommendation 15. Maintain and strengthen the interaction of SPINCAM participants with local national, and regional stakeholders.
Recommendation 16. Enable enhanced involvement of more junior scientists in marine sciences from Flanders (e.g., MSc students, PhD students and interns) to enhance the projects' scientific quality and the visibility of Flanders.
Recommendation 17. Enable further enhancement of the visibility of the FUST funded projects, particularly those that concern policies relevant for both UNESCO and Flanders, such as SPINCAM.

II Flanders UNESCO Science Trust Fund

II. 1. Background

UNESCO and the Flemish Government approved and signed on 19 September 1999 a five-year agreement on the "Flanders/UNESCO Trust Fund for the Support of UNESCO's Activities in the Field of Science" (FUST). A second phase was agreed on 3 April 2003 for another period of 5 years and extended again in 2008 for a third cycle (2009-2013).

FUST was the result of the recognition by both the Government of Flanders and the UNESCO on the importance of collaboration to achieve common global objectives. FUST provided additional resources for UNESCO to deliver on its strategic programme objectives, particularly contributing to building of peace, the eradication of poverty, sustainable development and intercultural dialogue through education, the sciences, communication and information in priority geographical areas. For the Government of Flanders, UNESCO as a promoter of international cooperation with established agreements with its member states, networks, and infrastructure, and over sixty years of experience in coordinating global programmes, provided the right vehicle to deliver on its international strategy. Furthermore, it was recognized that the modality of the UNESCO Trust Fund mechanism permitted the necessary stability and continuity for longer-term programmes as well as flexibility to respond to unforeseen requirements in priority areas.

FUST is an excellent illustration of the success of the UNESCO's partnership strategy as highlighted in the report of Reid et al. 2011[1]. The specific objectives of the Trust Fund are to:

- Mobilize science knowledge and policy for sustainable development;

- Promote research and technical capacity building for the sound management of natural resources and for disaster preparedness;

- Focus especially on the Man and Biosphere programme when appropriate in cooperation with the International Hydrological Programme and the programme of the IOC including social aspects related to this programme;

- Build/enhance capacity in African and Latin American regions in Science to allow them to take advantage of the UNESCO programmes for their own benefit and to support UNESCO to achieve its objectives.

The report of Reid et al. 2011 also compares the FUST with other UNESCO partnership programmes and noted that FUST has certain built-in flexibilities that enable those involved to make faster, better decisions and not be encumbered by the pace of bureaucracy. These include the secondment of a staff of Government of Flanders to UNESCO to facilitate the dialogue between the two partners and the participating countries, the fact that funds are transferred in its entirety to UNESCO at the start of the five year period, and the modality of funding whereby specific short-term activities can be undertaken to complement and support multi-year projects.

As the current term of the FUST agreement is nearing its completion date, the process needs to be initiated to decide on its future. Article 2 of the FUST agreement mandates a comprehensive independent evaluation of the Trust Fund before the end of each cycle, the results of which are to be reported to the Government of Flanders, with a view to help decide on possible extension of the agreement. The previous extensions were also preceded by such an evaluation, which not only

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[1] Reid, S, Murphy DF, Pyres J. 2011. Approaches to building and managing partnerships: Contributing to a UNESCO partnership strategy. The Partnering Initiative, London.

addressed the overall performance of the Trust Fund initiatives, but also effected an in-depth assessment of a selected number of specific programmes.

II. 2. FUST supported programmes

The FUST supported initiatives of the following 3 UNESCO Programmes:

- The International Hydrological Programme (IHP), the only intergovernmental programme of the UN system devoted to water research, water resources management, and education and capacity building, with particular attention to reflecting the needs of developing countries.
- The Man and the Biosphere (MAB) Programme, aimed at ensuring a scientific basis for the improvement of the relationships between people and their environment globally, combining natural and social sciences, economics and education to improve human livelihoods and safeguard natural ecosystems, thus promoting innovative approaches to economic development that is socially and culturally appropriate and environmentally sustainable.
- The Intergovernmental Oceanographic Commission (IOC) with the mission to promote international co-operation and to co-ordinate programmes in research, services and capacity building, in order to learn more about the nature and resources of the ocean and coastal areas and to apply that knowledge for the improvement of management, sustainable development, the protection of the marine environment, and the decision making processes of its Member States.

In each of these programme areas, FUST provided support to a number of longer-term projects as well as to specific small scale activities that helped advance the overall objectives of the Trust Fund.

In addition, FUST also supported training projects in Social Science, particularly in the area of Human Rights including Children's Rights. In 2012, a new course was introduced titled '*Human Rights for Development*' aimed at promoting knowledge, insight and competence in the field of human rights (including children's rights) and the development of young leaders in policy, practice and science, on the one hand to enable them to pass this on to their own society (according to the train-the-trainers model), and on the other hand to stimulate the critical and strategic reflection on the integration of human rights (including children's rights) in their professional activities. This is a cooperative initiative between two Flemish universities and builds on a UNESCO-supported two-week course '*Children's Rights in a Globalised World*'.

II. 3. Coordination mechanism and Budget

The implementation of the FUST programme is supported by a Steering Committee, consisting of at least two representatives from the Government of Flanders and an equal number from UNESCO representing the Extra-budgetary Section and the Science/IODE sector. The Steering Committee has an advisory role in the review of project proposals submitted for financial support under the FUST, monitoring of on-going funded projects, and the overall FUST implementation. In addition, FUST Steering Committee members participate in steering committees and oversight bodies of sponsored projects. The steering committee convenes at least twice per year and invites relevant experts to assist in its work.

Through the FUST, the Government of Flanders transferred close to US$ 24M between 2000 and 2013 mainly for projects related to the IHP, IOC and MAB programmes. Table 1 below provides a budget break down in US dollars for the current five-year period.

Table 1: budget breakdown of the FUST funding per year (US$)

2009	2010	2011	2012	2013	Total
1958919.74	1691085.00	1902477.55	2033107.50	2009161.50	9594751.29

A list of the FUST supported projects for the review period is given in Annex VI.1.

III Evaluation

III. 1. Purpose and scope of the evaluation

The present evaluation is intended to provide advice to the Government of Flanders and UNESCO concerning the extension of the FUST agreement and will follow the same overall process as in the 2002 and 2007 evaluations, covering all programmes, projects and initiatives implemented through the trust fund. As the evaluation of 2007 examined in detail ODINAFRICA (IOC), FRIENDNILE (IHP), SUMAMAD (MAB), and to a lesser extent FETWATER (IHP) and CAZALAC (IHP), the current evaluation will have a deeper focus on:

- FETWATER II. The FETWATER II programme started in 2006 and ended in December 2012. Currently, a second extension of the FETWATER programme in South Africa (FETWATER III) is being prepared, with strong involvement of the South African Department of Water Affairs; and
- SPINCAM. SPINCAM is a project in Latin America that the Government of Flanders supported for the first time in 2008. The project implementation has been completed in June 2012, and an extension has been approved (SPINCAM II).

More specifically, the objectives of the evaluation are:

- Examine whether the supported programmes are meeting their objectives and expected results;
- Examine the effectiveness of the governing mechanism of the FUST and its supported programmes; and
- Develop a forward-looking perspective on how the collaboration between the Flemish Government and UNESCO within the framework of the Trust Fund can further be strengthened.

III. 2. Methodology

The evaluation process involved:

- A desk study to review the relevant reports and publications;
- Site visits to Paris, Brussels, Oostende for OceanTeacher Academy and IODE Project Office, South Africa and Namibia for FETWATER II and Latin America for SPINCAM; and
- Interviews and consultations with relevant officials of UNESCO, the Government of Flanders and stakeholders in the member states where the projects are implemented.

The Terms of Reference of the evaluation along with the guiding questions is given in Annex IV.9. The evaluation of the three Programmes (IOC, IHP and MAB) was done through semi-structured interviews with various stakeholders related to the FUST funded projects, either in person or by telephone. Additionally, IHP FETwater and IOC SPINCAM were evaluated in detail through visits

to the implementing regions and a more in-depth analysis of the programme documents. A report of these visits is included in the annexes. For contact details of persons interviewed for the evaluation see Annex VI.9.

IV Evaluation findings and recommendations

IV. 1. IHP

• **Programme description**

The **UNESCO Intergovernmental Scientific Cooperative Programme in Hydrology and Water Resources (IHP)** promotes water research, water resources management, and education and capacity building. The programme is implemented in 6-year phases, and currently is in its 7th phase, IHP-VII. IHP-VII runs from 2008 to 2013 and focuses on meeting the UN Millennium Development Goals on environmental sustainability, water supply, sanitation, food security and poverty alleviation. IHP funds a wide range of projects. Those projects within the IHP programme that received funding from FUST during the 3th phase are listed in Annex VI.1.

• **Relevance**

The review found that respondents highlight almost unanimously the relevance from the perspectives of both local stakeholders and UNESCO/FUST. The following major strengths were identified: a strong focus on institutional capacity building, increasing resilience, reducing environmental risks, and strengthening the evidence-base for local and regional policy-making in the area of natural resources management, and water in particular.

The projects respond clearly to local needs and are driven by local concerns. For instance, in the FETwater programme, which has a strong buy-in from the South-African government (Department of Water Affairs, DWA), DWA provides expertise and co-funding. Interviews with FETwater trainees invariantly highlighted the value of the received training for their ability to implement South Africa's National Water Act of 1998. During phases I and II of FETwater, 1731 individuals were trained, 36% of which were employees of DWA at the moment of the training. FETwater also established 7 training networks and designed 2 MSc curricula, one of which is being adopted by the University of Johannesburg.

Similarly, the Horn of Africa project emerged as an emergency response to the drought and resulting famine in the region. The project is set up in coordination with regional and national stakeholders such as the Federal and Regional Government of Ethiopia, local universities (Mekelle, Jijiga and Addis Ababa), and regional development centres. The project activities are informed by three national and a regional consultations.

Lastly, the allocation of FUST resources toward the IHP programme is in line with the Government of Flanders' priority on water. Most of the projects and programmes are focused on Africa (e.g., FETwater, FRIEND/NILE, Horn of Africa). Initiatives in other regions (e.g., MWAR-LAC) have a clear focus on sustainable development, education, and building networks. They also have direct links to Flemish activities in the area. For instance, a programme specialist, who graduated from the University of Ghent, is seconded by Flemish Government to assist the implementation of the MWAR-LAC activities. This facilitates linkages to research activities in Flanders and leverages technical support from the donor.

A potential challenge of leveraging co-funding and buy-in is to ensure compatibility between the priorities of UNESCO and those of co-funders. For instance, several respondents highlighted the opportunity and desirability to upscale the FETwater programme from a South-African focus to a more regional focus, especially towards those countries that are part of the South African Development Community (SADC). They identified a good potential to use the outcome and expertise of FETwater II to fortify water management in those countries. However, project partner DWA, by its nature as a government organisation, has a geographical focus restricted to South Africa.

- **Effectiveness**

The project portfolio of IHP has been successful in generating relevant and high-quality outcomes. Particular strengths of the reviewed projects are the capacity building and the links into local and regional policy processes. For instance, respondents of the FETwater programme highlighted the relevance of the training for their professional activities, and the fact that the training is fills a void in the range of training that is typically available, which often has a focus on more theoretical and general concepts.

One recurrent issue in the interviews with stakeholders is long-term sustainability of the project. While this can be considered intrinsic to the type of projects and the modality of funding, some specific issues were identified. For instance, in the FETwater programme, the long-term sustainability may be affected by the lack of continuity between the different phases of the project. This has had a detrimental impact on the delivery of project outputs, especially with regard to course material and training course attendees. The website of the project is currently unavailable, and the risk exists that some project outputs may be lost. An improved integration of the website with other FUST related websites was brought up as a potential solution to this problem. On a programme level, some respondents suggested that it may be worthwhile initiating an effort to systematize outputs of individual projects at a programme level to ensure their availability beyond the lifespan of individual projects, for instance through a joint website. Although a FUST website exists[2], it is rather technical in nature and not aimed at dissemination to a wide audience.

The FETwater programme is also addressing the issue of sustainability by producing guidelines on how the materials produced for the short courses by the Networks can be included in the South African system of qualification (SAQA).

Lastly, many respondents highlighted the value of the funding for small-scale activities, particularly with regard to its flexibility to take advantage of upcoming opportunities such as conferences to create synergies. Examples of such projects are the project on Andean Glaciers (The Impact of Glacier Retreat in the Andes: International Multidisciplinary Network for Adaptation Strategies - 513RLA2010) which adds value to the Andean Climate Change Interamerican Observatory Network (ACCION), funded by the US Bureau for Bureau of Western Hemisphere Affairs, and 513SAF2001 (Hartbeespoort integrated biological remediation programme information centre and training material), which leverages the outcomes of the FETwater programme for the rehabilitation of the impacted sites downstream of the De Hoop dam under construction on the Steelpoort river.

- **Efficiency and Economy**

The project portfolio provides good value for money. In many cases significant co-funding has been found, which has generated tangible benefits for the projects. Evidently, many outcomes and especially those that relate to capacity building and policy influence can only be quantified on time

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[2] http://fust.iode.org/

scales much larger than the projects' lifetime. But according to the evaluator's experience the outcomes are strongly aligned with similar projects funded by other donors. Particular highlights of project efficiency and leveraging are:

- The contribution of the South African Department for Water Affairs (DWA) to the FETwater project. During FETwater phase II, DWA contributed USD 1 616 700, which constituted 63.5% of the total budget of FETwater phase II;
- FETwater's ability to draw upon local expertise for the training courses;
- The participation of Andean Glacier Project (The Impact of Glacier Retreat in the Andes: International Multidisciplinary Network for Adaptation Strategies) in existing activities such as the ACCION project (see visibility below);
- Linkages developed between the MWAR-LAC project and the European DEVCO funded Euroclima and RALCEA projects.
- The catalytic role of the Horn of Africa project in mobilizing USD 1.5 million from the Japanese Government for mapping groundwater in Ethiopia, Kenya and Somalia, and USD 240,000 from the UK Department for International Development (DFID) for capacity building, as well as approximately USD 6,000,000 from USAID for expanding the work in Ethiopia.

The cases of co-funding of FETwater and the Horn of Africa project highlight the strength and effectiveness of the current FUST funding modality. The capacity of a project proposal to generate additional funding from other donors could be considered as a criterion in future selection particularly of multi-year large projects.

On the other hand, during the FETwater evaluation, some respondents expressed concern about the potential risk associated with diverging interests between UNESCO and the co-funders. Respondents suggested to use pooled funding, if possible channelled through UNESCO, to alleviate this risk.

- **Transparency**

None of the respondents formulated concerns about the transparency of projects. Both at the implementation level and at the reporting level, all projects are fully transparent. The only identified issue that may affect transparency was the unavailability of the FETwater website, and therefore the inability to review specific outputs, in particular the list of attendees to the training course.

- **Visibility**

The visibility of the projects is typically good but varies strongly. The funders are correctly attributed in all reviewed correspondence. Projects also actively participate in policy events and outreach activities, which increased the visibility of the program. Examples are the participation of the Andean Glacier Project (The Impact of Glacier Retreat in the Andes: International Multidisciplinary Network for Adaptation Strategies) funded by the US Bureau for Bureau of Western Hemisphere. This has resulted in several planned joint educational and policy-oriented activities, such as the organisation of the International Climate School on Andean Climate Variability and Change in Lima, September 2013, and a Science policy workshop on 'Impacts of Global Climate Change on Snow, Glaciers and Water Resources in the Andes: Policy recommendations for Adaptation Strategies' to be held in Quito, Ecuador on 20-22 November 2013. Active communication of the MWAR-LAC project has also been greatly enhanced by the launch of the project website hosted by Water Centre for Arid and Semi-arid Zones of Latin America and the Caribbean (CAZALAC), a UNESCO category 2 Centre in La Serena, Chile which is the main project partner[3].

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[3] http://www.cazalac.org/mwar_lac/

Several interviewees emphasized that the involvement of junior scientists from Flanders (e.g., MSc students, PhD students and interns) is beneficial for both the project's scientific quality and the visibility of Flanders. However, there is general agreement that this involvement can be increased further. For instance, the FETwater project hosted only 3 Belgian MSc students so far, but had identified qualified candidates and therefore could increase the number of participants should funding be made available.

- **Lessons learned**

The project portfolio generates tangible results with local and regional impacts on risk reduction and improved governance of water resources for sustainable development. However, continuity of the impacts and long-term sustainability remain issues that need further attention.

Especially in the case of the FETwater programme, the discontinuity between the project phases have led to a potential loss of outputs, especially reports of the training courses and educational material. Additionally, the quick turnover of people involved in the project affects the efficiency and effectiveness of the project.

- **Recommendations**

Recommendation 8[4]. Put more emphasis on the long-term sustainability of the projects through, for instance, a programme website that can host outputs (e.g., training material) and document outcomes (e.g., course attendance) of individual projects after they have finished.
Recommendation 9. Enable more active involvement of Flemish stakeholders and academia (students and faculty) and further foster the scientific input in the project (e.g., through the recently established IHP Belgian committee).

IV. 2. MAB

- **Programme description**

The **Man and the Biosphere (MAB) Programme** is a UNESCO Intergovernmental Scientific Programme that aims to set a scientific basis for the improvement of the relationships between people and their environment. The programme launched in the 1970s with the main target of building an international research agenda and capacity building activities around the different dimensions (ecological, social, economic) of biodiversity loss. For implementation of its interdisciplinary work on-ground, MAB created a network of "biosphere reserves", which act as demonstration areas and learning sites for the MAB activities.

Within the MAB programme, only 1 project received funding from FUST during the 3th phase, which is SUMAMAD (Sustainable Management of Marginal Drylands, Annex VI.1). The SUMAMAD Project studies sustainable management and conservation of marginal drylands in Africa, Arab States, Asia, and Latin America. The project started in 2002, and uses harmonized methodologies for 9 research sites allowing results comparing and knowledge sharing. In its second phase (since 2009), scientists from Belgium, Bolivia, Burkina Faso, China, Egypt, India, Iran, Jordan, Pakistan and Tunisia collaborate on dryland research to combat desertification.

- **Relevance**

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[4] General recommendations 1 to 7 on the FUST programme as a whole are presented in the Conclusions section.

SUMAMAD is highly relevant. It is a prime example of a project that leverages and supports existing activities and scientific research to generate local impact in areas that are of core interest to both UNESCO and FUST. The project addresses issues identified by the United Nations Convention to Combat Desertification, through a combination of:
- Fostering scientific drylands research;
- Preparation of policy-relevant guidelines for decision-makers in drylands;
- Promoting sustainable livelihoods in drylands.

The 9 research sites show clear evidence of success. Training involved national and local workshops around localized concerns, such as vegetable and fish farming in Pakistan, pastoral management and marketing opportunities in Uzbekistan, and chicken farming in China. Flemish academics organised and supported training sessions on tools such as the FAO Climwat and Cropwat software packages. Where possible, links with local universities were made, such as in Bolivia, where local students were trained at the Higher University of San Andres.

The project profiled itself as a catalyst for existing initiatives, and selected cases and activities based on responsive-mode calls. This led to activities with a strong local emphasis and direct improvements in the quality of life. For instance, the Egyptian case worked extensively with the Bedouin populations and women. In the Gareh Bygone Reserve in Iran, a village cooperatives were set up to promote soil and water management, while the case of the Bou-Hedma Biosphere Reserve in Tunis started an NGO to promote eco-tourism. The variety of adaptation measures, highlighted by the respondents, emphasizes the strongly bottom-up nature of the activities of SUMAMAD.

At the same time, the SUMAMAD can be considered a good example of strong buy-in from Belgian academics. While Belgian academics and PhD students were involved in various projects, the Bolivian case builds upon and leverages the results of an earlier research project on deficit irrigation in the Bolivian highlands, funded by the Flemish Interuniversity Council (VLIR) and coordinated by prof. Raes of KULeuven.

- **Effectiveness**

There is strong evidence of the effectiveness of SUMAMAD. As highlighted above, the approach of SUMAMAD to leverage existing activities has been highly successful, not only in generating tangible outcomes in the working locations, but also in leveraging additional resources and spinoff activities (see the section on efficiency and economy).

The project has generated significant impact by means of local capacity building activities, in which the implementation of South-South exchange is worth mentioning in particular. One of the main vehicles for the South-South exchange was the annual workshop, which was organised alternatingly between each of the study sites. This allowed for field visits and direct exchange of experiences between the different project partners. Each of the workshops is properly documented on the website in the form of downloadable project reports. For instance, the 10th and last workshop of SUMAMAD was held in La Paz, Bolivia, in November 2012. It included a field trip to the project site in the village of Patacamya, where demonstration plots for quinoa production under different regimes of rain fed and deficit irrigation and different loads of manure inputs were demonstrated. The project has also been very successful in establishing networks to promote science-policy connections and to influence policies at an early stage, such as the village cooperative in the Gareh Bygone Reserve in Iran.

Additionally, the project has actively participated in international conferences and scientific meetings, and created a very substantial body of policy-oriented literature and tools, such as the socio-

economic impact analysis framework developed by Prof Thomas (UNU – INWEH). Most of the literature is available in digital form on the project website[5].

- **Efficiency and Economy**

The project can be considered efficient and economical. Various initiatives of SUMAMAD have been able to generate considerable co-funding. For instance, the project site at the Hunshandake Sandland/Xilin Gol Biosphere Reserve in China acquired about USD 1 million of co-funding for the exploitation of organic chickens from the Chinese government. The Iranian project site received co-funding from a local NGO (Centre for Agricultural Research), while the Tunisian project site created a self-sustainable NGO.

The project has also successfully used the flexible funding mechanism of FUST. During the international year of desert and desertification (2006), SUMAMAD used the flexible funding mechanism to co-organise the Future of Drylands Conference in Tunis[6], 19-21 June 2006, which led to the Tunis Declaration on "Research Priorities to Promote Sustainable Development in Drylands". In December 2006, flexible funding was used to showcase SUMAMAD in the UNU conference on Desertification and the International Policy Imperative (Algiers, Algeria 17-19 Dec. 2006).

- **Transparency**

All respondents perceived the project as fully transparent. The allocation of financial resources was clear and easy to understand (equal allocation to all project sites). All activities are properly documented in yearly reports, which are available in electronic form on the website.

- **Visibility**

The project has created excellent visibility. Several of the project sites have received press coverage. For instance, the Chinese case of Hunshandake, supporting natural restoration processes in the grassland ecosystem of Inner Mongolia received press coverage in national and international newspapers and journals such as People's Daily, Guangming Daily, New York Times, Der Spiegel France 2, Al Jazeera and Chicago Tribune News. The Iranian case received the UNESCO-Man Made River International Prize, among others.

The project website is complete and easy to navigate; it includes information of every case study and lists all the publications of the project, including project workshop reports and policy briefs. Overall, the project has created a large body of good-quality and relevant literature.

The SUMAMAD project was also featured in UNESCO's recently established Complementary Additional Programme (CAP). The CAP brochure is systematically sent to all UNESCO partners and donors. The edition of 2012 – 2013 highlights the SUMAMAD and ODINAFRICA projects[7].

- **Lessons learned**

The SUMAMAD project is a clear-cut example of how properly targeted co-funding can be leveraged to provide local benefit and impact. The project has been successful in identifying and

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[5] http://www.unesco.org/new/en/natural-sciences/environment/ecological-sciences/specific-ecosystems/drylands-desertification/sumamad/
[6] http://www.unesco.org/new/en/natural-sciences/environment/ecological-sciences/specific-ecosystems/drylands-desertification/sumamad/related-conferences/tunisia-june-2006/
[7] http://www.unesco.org/new/en/media-services/single-view/news/targets_for_unescos_resource_mobilization/

supporting concrete actions that strengthened local and institutional capacity, and increased local resilience and security in vulnerable regions of the world.

However, a potential bottleneck of this type of projects is the willingness of the academic actors to participate in projects of this type. Respondents highlighted that many of the outputs are not typically recognized in an academic perspective, while the academic outputs are low (e.g., the lack of peer-reviewed publications). In an increasingly competitive academic environment, this may hinder the participation of academic investigators.

- **Recommendations**

Recommendation 10. Encourage the formulation of new FUST projects of the type of SUMAMAD, given its excellent combined emphasis on (1) leveraging relevant scientific research; (2) strong ties to the local and regional policy level; (3) targeting vulnerable communities.
Recommendation 11. Give particular attention to target specific deliverables (e.g., peer reviewed publications with authors from the South) through flexible funding schemes to enhance the participation of Flemish academics.

IV. 3. IOC

- **Programme description**

The **Intergovernmental Oceanographic Commission (IOC) of UNESCO** is the United Nations body for ocean science, ocean observatories, ocean data and information exchange, and ocean services such as tsunami warning systems. Its mission is to promote international cooperation and to coordinate programmes in research, services and capacity building to learn more about the nature and resources of the oceans and coastal areas, and to apply this knowledge to improved management, sustainable development and protection of the marine environment and the decision making processes of the Member States. IOC Medium-Term Strategy 2008-2013 states as its **High-Level Objectives:** Prevention and reduction of the impacts of natural hazards**;** Mitigation of the impacts and adaptation to climate change and variability; Safeguarding the health of ocean ecosystems**;** Management procedures and policies leading to the sustainability of coastal and ocean environment and resources. Capacity enhancement and integrated data management and facilitating data exchanges are fundamental to each of these priority objectives. As Government of Flanders has also very similar objectives for its international programmes in marine areas, FUST has been a major contributor to IOC programmes since its inception. The FUST supported IOC programmes during the current phase are given in Annex VI.1.

The funding allocations for IOC projects clearly highlight three FUST priorities in ocean science, namely, data and information management (IODE Project Office and the IODE's Ocean Data and Information Network), capacity building (OceanTeacher Academy) and Integrated Coastal Area Management (SPINCAM), all three are fundamental to developing science-based policies, informed decision making and implementing a global programme in support of responsible use of marine resources, among other things. The close association of the OceanTeacher Academy with the IODE significantly enhanced the effectiveness of both.

SPINCAM is a programme that brings together observations, data management and scientific knowledge to establish an integrated coastal area management (ICAM) indicator framework at national and regional level in the countries of the Southeast Pacific region (Chile, Colombia, Ecuador, Panama and Peru). SPINCAM is implemented through an existing regional coordinating

mechanism, the Permanent Commission For The South Pacific (CPPS), with a Project Steering Committee, a National Coordination Committee, designated technical focal points in each of the participating countries, and by bringing together institutions already involved in marine sciences and interested in participating in regional and international initiatives to benefit from the inter-institutional collaboration.

During the first phase of the project, through regional workshops and following the IOC Handbook on ICAM Indicators, SPINCAM established as its objectives the development of five regional indicators, i.e.:
- Regional Indicator 1. MARINE PROTECTED AREAS
- Regional Indicator 2. POPULATION DENSITY
- Regional Indicator 3. WATER QUALITY
- Regional Indicator 4. BIODIVERSITY
- Regional Indicator 5. COASTAL MANAGEMENT PLANS

The programme is now well established and moving to a second phase with continued support from FUST and leveraged funds from other sources. During this period, a detailed work plan has been developed and several activities were undertaken including the development of two pilot **Regional Indicators (**Marine and Coastal Protected Areas and Population density), followed by formulation of the other three[8].

FUST also funded several small projects, workshops, travel support for trainees and others. These were intended to help advance the FUST Programmes by supporting certain critical tasks outside the work plan of the larger programmes.

- **Relevance**

The projects funded by the FUST are highly relevant from the perspectives of both local, regional, and national stakeholders and UNESCO/FUST. The largest allocations of FUST resources at IOC were for the Integrated Data and Information Products, Ocean teacher Academy, ODINAFRICA III and SPINCAM. All of them are closely linked to the medium-term strategy of IOC. The first two are of relevance to all Member States of IOC and its partner organizations, where as the other two are implemented regionally. However, the technology developed and lessons learned from these regional implementations will be invaluable for IOC and extendable to other regions of the globe. For the Government of Flanders, Africa and Latin America are priority regions for capacity building, and data and information management is a very high priority as evidenced in the establishment of the IODE Project Office in Oostende. Furthermore, SPINCAM is very relevant to the European PEGASO project led by the academics in Flanders and other European countries.

For the Latin American region, SPINCAM has provided the opportunity to build capacity in data management and integrated coastal management, and to work together to address a common challenge. Closer collaborations with IODE and PEGASO Project, expected during the second phase of SPINCAM Project, will enhance SPINCAM's relevance to the participating countries and also to IOC.

There was more or less agreement, however, that the Member States would have had significantly more benefit from SPINCAM should there have been a well-established data management infrastructure, nationally and regionally supported by government policies. It was also noted during

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[8] http://www.spincamnet.org

the site visits that, working through regional IODE Focal Points and ODINCARSA could help the establishment of operational spatial data infrastructures.

- **Effectiveness**

The FUST funded IOC project portfolio has been effective and successful in leveraging additional resources and generating relevant and high-quality outcomes. The OceanTeacher Academy has been especially highlighted during the site visits as an extremely valuable resource as it not only provides courses in its Oostende office but also remotely through modern technologies as well as training materials.

Concerning SPINCAM, its effectiveness was significantly enhanced by the decision to utilize the existing regional organizational structures, CPPS for example, instead of creating another coordinating mechanism. SPINCAM is also integrated into the medium-term work plan of the relevant organizations in the region, thus assuring sustainability, and possible extensions to other areas in the region. A direct outcome of using the regional governance structure for the implementation of SPINCAM was that it received visibility and support at the ministerial level in the participating countries, and in Colombia, for example, INVEMAR, the implementing body of SPINCAM, has been successful in getting strong support from its Advisory Board consisting of leading academic institutions, key ministries including the Colombian navy and representative of the President of Colombia.

It is to be noted however, that the regional differences in the capacity to implement the programme had a slowing down effect on the implementation of the programme during its first phase, necessitating realignment of certain tasks and provision of mutual assistance. In spite of these challenges, the project has been effective to:
- Bring the five countries to a consensus on the five regional indicators and to commit to sharing the necessary data, helping one another to build up the expertise, and collaborating in the development of these indicators. In addition, the countries were keen to develop additional indicators to address their own national ICAM requirements by using a common methodology;
- Help implement other scientific projects in the area;
- Develop three of the five indicators, and build the GIS-based tools that can be used for others.
- Develop, implement and publish the Regional Coastal Web Atlas showing the most relevant spatial data extracted from the indicators developed at national and regional levels;
- Integrate data and information from other projects like SIBIMAP to the Regional Coastal Web Atlas enhancing the region's data base capabilities in the coastal region in support of other initiatives;
- Initiate marine and maritime assessments in line with the UN World Ocean Assessment.

The flexibility of the modality of FUST has been beneficial, allowing projects to react quickly to opportunities and challenges. The funding table and the project reports show several examples of how the flexibility has been used to enhance the effectiveness of the FUST projects by co-organising meetings and making use of existing training workshops, among others.

Though those interviewed in Latin America were not aware that such modality exists in FUST, they felt they were well-supported by IOC and UNESCO to help address their short-term resource requirements, and were most appreciative of the fact that FUST had the flexibility of funding a good mix of longer-term projects and one-off short term ones to enhance the overall effectiveness of the programmes.

- **Efficiency and Economy**

All evidence indicates that the FUST project portfolio provides good value for money by enabling the participants to obtain significant co-funding and establish strong scientific and technical collaborations. The IODE Project Office, OceanTeacher Academy and SPINCAM, as well as other projects have been able to use the funding received from FUST to build synergies with programmes of other national and international organizations. For example, the IODE Project Office and the OceanTeacher Academy have been able to benefit from the capacity building activities of organizations such as World Meteorological Organization, Partnership for Observation of the Global Oceans, and others. In the case of SPINCAM the actual funding divided up among five countries is quite small, particularly considering the level of effort required to achieve its objectives. Yet, the programme was able to use the FUST contribution to obtain significant additional national and international resources. Furthermore, having a forum to come together on a regional priority project enabled SPINCAM to draw upon local expertise not only for technical and academic training, but also to build on existing observational networks, scientific research and products such as the coastal indicators for decision-making. Several interviewees stated that without the FUST support, it would have been extremely difficult to launch an integrated coastal management initiative of this complexity in Latin America.

- **Transparency**

Each of the FUST IOC projects has put a strong emphasis on scientific engagement through workshops and communication through web, through project reports, and posters and other information documents. Therefore, the transparency in the way in which the projects are developed and implemented is generally good.

- **Visibility**

The visibility of the projects is good within IOC and among those who are somewhat familiar with the UNESCO and IOC programmes. Though the funders are correctly attributed in all correspondence that was reviewed, as the projects are often co-funded and the results are often derived from several projects, it is inevitable that individual funder and individual project may not get the desired visibility. Recognizing this, there seems to have an increased effort to build up the websites of these projects and to actively participate in policy events and outreach activities. In the case of SPINCAM, significant efforts have been made at national level to inform on its progress and to disseminate project results. In addition, SPINCAM has become member of the International Coastal Atlas Network (ICAN) and the Ibero-American Integrated Coastal Area Management Network (IBERMAR), which provides higher visibility at regional level worldwide.

In the case of the OceanTeacher Academy, the fact that the teachers are experts from many parts of the globe increases the visibility of this initiative and therefore its usefulness as a training centre for IOC and its partner organizations.

- **Lessons learned**

The success of regional programmes such as SPINCAM relies on strong coordination through an existing governance structure. It was found that FUST has the necessary coordination mechanism, and the secondment of a staff member from the Government of Flanders to UNESCO has been quite beneficial.

The funds are transferred to FUST at the start of the projects. However there have been delays in certain cases for the project coordinators to have access to the funds. In the case of SPINCAM, this

was particularly challenging. Therefore, there is a real need to find ways to ensure timely transfer of project funds to avoid implementation delays or possible terminations of project components.

The project also highlighted the need for data management to be an essential part of all projects and for significant investment in the data management infrastructure in the region. Such an infrastructure will not only be useful for SPINCAM II but for UNESCO programs as a whole as well as those funded by other sister organizations.

Most FUST-funded science programmes under IOC do get visibility among the clients and stakeholders, who are closely linked to science-based groups; however, science projects closely linked to the development of policies and environmental reporting do require considerably more visibility to get engagement from the local, regional and national governments.

- **Recommendations**

Recommendation 12. Extend the FUST support to IOC programmes building on the successes of past investments and aligning with the 2014-2021 medium-term strategies of UNESCO and IOC.
Recommendation 13. Develop an effective ODIN programme in Latin America under IODE to obtain maximum benefit from SPINCAM and other science projects, and to support regional needs and those of the member states.
Recommendation 14. Enhance the usefulness of the coastal indicators at the national, municipal and provincial levels by enabling the SPINCAM team to make the results available through various media including social networks, and through publications such as the State-of-the Coast reports.
Recommendation 15. Maintain and strengthen the interaction of SPINCAM participants with local national, and regional stakeholders.
Recommendation 16. Enable enhanced involvement of more junior scientists in marine sciences from Flanders (e.g., MSc students, PhD students and interns) to enhance the projects' scientific quality and the visibility of Flanders.
Recommendation 17. Enable further enhancement of the visibility of the FUST funded projects, particularly those that concern policies relevant for both UNESCO and Flanders, such as SPINCAM.

IV. 4. Cooperation modality

The FUST agreement is a good model for strategic investments by Member States as it is based on long-term vision and objectives and has built-in modality that permits flexibility of funding large multi-year projects with earmarked funding, and small/specific projects when needed, to address gaps, unforeseen requirements, or benefit from opportunities that may arise. It also enables secondments of scientific experts to the projects and of staff to UNESCO Headquarters to ensure good science and good governance. In its current implementation, the FUST agreement supports the following activities:

- Concrete multi-year projects in the field of natural sciences according to established priorities of the Trust Fund;
- A number of specific small scale activities that enhanced the overall outcome of FUST and increased the visibility of both Government of Flanders and UNESCO; one such project is in the area of Human Rights including Children's Rights, linking the natural and social sciences and facilitating enhanced involvement of Flemish universities in this area of priority for both FUST partners.
- Secondments of experts to enhance the overall quality of science;

- Secondment of staff as liaison between UNESCO and Government of Flanders to ensure smooth implementation of the FUST programs
- Financing of consultants for project preparation or evaluation; and
- Research projects as a follow-up to activities under the Trust Fund, and to be implemented by trainees at Flemish institutions returning to their home country.

On the basis of the evaluation of the 3rd phase of FUST, we make the following observations and recommendations:

- Funding of large projects and programmes (of the order of USD 500 000 and larger), such as FETwater, SUMAMAD, ODINAFRICA, and SPINCAM is necessary to gain momentum and to be able to make a significant impact in the field. Additionally, they provide benefits of scale, and minimize administrative procedures, which are inherent to a large international organisation.
- The current number of concurrent large projects funded by each of the funded UNESCO programmes (IHP, MAB, IOC, SHS) is seen as adequate to create sufficient momentum, impact and visibility.
- Smaller complementary activities, such as the organisation of or participation in conferences and outreach events, targeted publications or the development of specific technologies or impact tools, not only support the larger projects, but also enable a targeted approach to responding to opportunities and scientific requirements. The evaluation has highlighted the effectiveness and positive impact of these activities.
- The involvement of Flemish academic experts receives very positive feedback in all the evaluated projects. These academics function as coach to help UNESCO implement its activities. The experts are paid for their travel and DSA. All other expenses are covered by their own university or alternative sources. As such, this involvement is on a voluntary basis, and can be seen as an in-kind contribution. During the evaluation, two major bottlenecks to such involvement were identified. First, it is difficult for academics to make significant time commitments to projects, because of the typically very high workloads. Additionally, the focus of academic evaluations on scientific output (e.g., peer reviewed publications) does not always align well with the FUST focus on local impact, training and development. This makes the type of projects targeted by FUST less attractive from an academic perspective.
- The involvement of academics may be enhanced by a stronger focus on secondments of experts, potentially with a formal link to a Flemish academic institution. On the one hand, such secondments would decrease the time pressure on involved academics, as the expert will do most of the project implementation. At the same time, any scientific output produced by the expert in cooperation with academics, for instance in the form of co-authored scientific publications, would directly benefit the academic.
- The use of funding to support follow-up activities by trainees at Flemish institutions seems to have been used less intensively. However trainees are very often integrated in existing projects and programmes (e.g., SUMAMAD, FETwater). This decreases the need for separate follow-up support.
- The secondment of staff as liaison between UNESCO and Government of Flanders is considered very useful particularly to effectively address administrative challenges that impede the progress of program implementation.
- The current functioning of the steering committee, which has an advisory role in the preparation, negotiation and proposal of projects, as well as participating in the project discussions as appropriate, generally receives strong appreciation. It is seen as a useful and interactive platform that fosters transparency as well as flexibility and interaction required for efficient project implementation.

V Conclusions

Based on the evaluation's data collection and analysis, we draw the following general conclusions:

1. The FUST funded projects were found to be highly relevant, and tend to have an excellent buy-in from regional and local stakeholders.
2. The project portfolio of IOC, IHP and MAB has been successful in generating relevant and high-quality outcomes. The effectiveness of the individual projects can be rated good to excellent. Specific suggestions for further improvement are given for individual programmes, though these tend to be constrained by the local institutional and practical context.
3. The scientific quality of the projects is good to excellent. However, a need was identified for stronger involvement of scientists in the design and evaluation of project proposals. While the scientific input of FUST was often acknowledged and emphasized as highly valuable, there are opportunities to strengthen these links further. In the case of IHP, a potentially useful development is the recent reactivation of the UNESCO-IHP Belgian committee. New ways may be explored to leverage this network for scientific input and advice.
4. Whenever possible, the secondment of Flemish experts to assist with the implementation of specific FUST projects should be encouraged. This is an effective mechanism to facilitate technical cooperation between UNESCO science programmes and Flemish institutions, and provides UNESCO with additional capacity to coordinate effectively FUST projects, hence maximising the delivery of projects outcomes. This also has the potential to increase participation of Flemish universities and other institutions.
5. Involving junior scientists from Flanders (e.g., MSc students, PhD students and interns) in FUST activities can also encourage participation of Flemish universities. This is beneficial for both the project's scientific quality and the visibility of Flanders.
6. The project portfolio provides good value for money. In many cases significant co-funding has been found, which has generated tangible benefits for the projects. Co-funding entrails a potential risk of influencing and restricting the scope and activities of projects. But only in one case (FETwater) was this risk found to be significant, and the coordinators have taken adequate actions to minimise this risk.
7. The flexibility of the modality of FUST is regarded as very beneficial, allowing project teams to react quickly to upcoming opportunities. Several examples show how the specific budget line for small-scale activities has been used to co-organise meetings and make use of existing training workshops, among others.
8. The transparency and visibility of the projects is generally good but highly variable. Some projects and programmes (e.g., SUMAMAD, OceanTeacher Academy) have elaborate websites on which activities, outputs, and outcomes are published and documented. This is very beneficial for the visibility and sustainability of the project. Other projects and programmes (e.g., FETwater) were given the recommendation to improve their web presence with regard to availability of outputs and documentation of outcomes. In general, Cross-linking, integration and sharing of information on websites and further adoption of social media can further stimulate visibility and transparency.
9. Sustainability remains challenge. Weakness in the regional data management infrastructure and database inter-operability has been identified as a critical challenge for the SPINCAM, particularly to maintain the currency of the data bases and to attract the decision-makers to use the indicators; a possible solution is increased investment in the ODIN programme closely linked to SPINCAM. For FETwater, a better documentation and availability of project outputs and outcomes (see recommendation 8) will also significantly improve the long-term sustainability.
10. Apart from seeking new initiatives within the current programmes, FUST may explore project proposals that explore enhanced interlinkage of the UNESCO programmes, e.g.,

IHP or IOC relevant projects within MAB biosphere reserves. Given the strong focus on sustainable development, projects that break through the traditional barrier between natural and social science should be stimulated. In this regard, considering that Human Rights, literacy and gender equality are high priority for both partners, FUST in future may want to seek enhanced opportunities to address these areas through its science projects.

Apart from the programme-specific recommendations, the evaluation has identified the following general recommendations:

Recommendation 1. As FUST has made a very important contribution to the global community towards responsible environmental stewardship by facilitating research, data and information management, capacity building and generation of useful products and publications, it is strongly recommended that the partnership between the Government of Flanders and UNESCO be continued and FUST funding be maintained at least at the current level.

Recommendation 2. It is recommended that the FUST funding modality be maintained in its current combination of large multi-year projects, small scale activities and secondments, and further adapted to including opportunities for scientists to be engaged in these projects without impacting on their research career, and reap benefits in terms of scientific publications, access to graduate students, and increased collaborations with their counterparts in other institutions.

Recommendation 3. Noting the success of the data and information efforts funded by FUST, and recognizing that not all regions have acceptable capacity levels for integrated data management, it is recommended that the investments in data and information management along with associated training be supported as priority for Latin America for the next period of funding.

Recommendation 4. It is recommended that the visibility of outputs and activities achieved in FUST funded multi-year projects is duly enhanced, including the contribution of other funding partners, by making better use of the web and social media as well as through focussed effort on communication nationally, regionally and globally. Such outcome is particularly important to ensure sustainability of the skills and the science in the participating countries.

Recommendation 5. It is recommended that FUST pay particular attention to enabling enhanced involvement of more junior scientists, including from Flanders (e.g., MSc students, PhD students and interns) to ensure the projects' scientific quality. This may for instance be explored through the Flemish Internship programme.

Recommendation 6. To remove the bottlenecks for the involvement of academics, a stronger focus on secondments of scientific experts is recommended, potentially with a formal link to a Flemish academic institution. Such secondments would decrease the time pressure on involved academics, at the same time providing benefits to both the seconded scientific experts and the participating academics through co-authored scientific publications among others.

Recommendation 7. It is recommended that in the call for proposals for FUST funding, additional themes be included that explore (a) generation of education materials for enhanced literacy and science education; (b) Human Rights and Children's Rights; (c) Gender equality in Science and Policies; (d) transdisciplinary approaches to poverty alleviation and sustainability promotion.

VI Annexes

VI. 1. Projects funded by FUST in Phase 3

Division	Project code	Project title	Total allocation (USD)
IHP	513SAF2000	FET-Water Project phase II	1 041 700
IHP	513RLA2012	Managing water resources in Arid and Semi-arid regions of Latin America and the Caribbean (MWAR-LAC)	341 002
IHP	513RLA2011	Secondment of an assistant program specialist fixed term on MWAR-LAC	164 665
IHP	513RLA2010	The impact of glacier retreat in the Andes: International Network for Adaptation Strategies	41 279
IHP	513RAB2003	FRIEND/NILE basin project Stage II	539 890
IHP	513GLO2023	Support to the 6th International Water Conference, Dubrovnik	15 000
IHP	513SAF2001	Hartbeespoort integrated biological remediation programme information center and training material	56 160
IHP	513RAF2017	Capacity building and groundwater resources exploration for emergency response to drought in the Horn of Africa	396 000
IHP	513RLA2009	Melting glaciers in the Andes: Science and Policy for Adaptation to cope with the complexity in the context of climate change	45 500
IOC	513RAF2013	ODINAFRICA-IV	3 545 079
IOC	513GLO2016	Ocean teacher Academy: a human capacity	1 540 000
IOC	513RAF2003	ODINAFRICA III	2 565 000
IOC	513RAF2008	FET-REMSENS REMOTE SENSING APPLICATION I	350 000
IOC	513RLA2004	SPINCAM	770 000
IOC	513RLA2006	Caribbean Marine Atlas	308 000
IOC	513RLA2013	SPINCAM II	880 000
IOC	513GLO2014	Meeting of the JCOMM Cross-cutting Team	16 500
IOC	513GLO2015	IOC 50th Anniversary/Global Marine Assessment	50 000
IOC	513GLO2018	IOC 50th Anniversary	35 000
IOC	513GLO2019	Support to a MAB learning and sharing network	26 806
IOC	513GLO2021	Development of Marine Spatial Planning Tool	22 000
IOC	513GLO2022	IODE 50th Anniversary International Conference	19 997
IOC	513GLO2023	Support to the 6th Biannual International Waters Conference (15-21 October 2011, Dubrovnik, Croatia)	15 000
IOC	513GLO2025	Second phase of the information system in support of the action plan for marine conservation in the Southeast Pacific.	11 000
IOC	513GLO2027	The IOC Harmful Algal Information System	14 960

IOC	513GLO2028	Clearing House Mechanism for the UN Regular Process on Assessment of the State of the Marine Environment	22 000
IOC	513GLO2029	IOC Guidelines for local managers in coastal risks.	26 400
IOC	513INT2006	IX session of ABELOS, 30 Mar-3 Apr 2009	19 800
IOC	513RAF2015	Workshop on decision support tools for t	16 500
IOC	513RAF2016	Ship-based visual survey to evaluate the spatial and temporal distribution of marine mammals in the Canary Current Large Marine Ecosystem (CCLME)	16 500
IOC	513RAF2012	Capacity-building to implement the provisions of UNCLOS on the delineation of the continental shelf	19 800
IOC	513GLO2010	Support to the Pacem in Maribus Conference 2007 "Women and Youth in sustainable management of marine resources and ocean governance	13 200
IOC	513GLO2011	Coping with Multihazards and risk in Coastal areas	11 000
IOC	513GLO2012	4th Global Conference on Ocean, Coast and Islands	33 000
IOC	513RAS2001	Biodiversity and distribution of megafaunal assemblages in the abyssal nodule province	16 500
IOC	513RAS2002	Pilot Project for Regional Network of Pacific Island Marine Libraries	24 200
IOC	513RER2000	International Training Course on Regional Ocean Governance for Mediterranean and Eastern European Countries	25 410
IOC	513RLA2002	Stakeholder meeting towards the development of the Caribbean Marine Atlas (CMA)	22 000
IOC	513RLA2003	Data Mining and Assimilation workshop for CMA pilot project	16 500
IOC	513RLA2005	Information Systems in Support of the Action Plan for Marine Conservation in the South east Pacific	13 530
IOC	513RLA2007	Regional Coordination Workshop for the planning of the next phase of ODINCARSA	19 800
MAB	5013GLO2017	Sustainable Management of Marginal Drylands (SUMAMAD)	1 480 050
SHS	513GLO2013	Children's Rights in a Globalized World	22 778
SHS	N/A	Human Rights for Development (HR4DEV): Rights-Based Approaches to Human Rights and Children's Rights	200 000

VI. 2. Questionnaire

Background

UNESCO and the Flemish Government approved and signed on 19 September 1999 a five-year agreement on the "Flanders/UNESCO Trust Fund for the Support of UNESCO's Activities in the Field of Science" (FUST). A second phase was agreed on 3 April 2003 for another period of 5 years and extended again in 2008 for a third cycle (2009-2013).

FUST was the result of the recognition by both the Government of Flanders and the UNESCO on the importance of collaboration to achieve common global objectives. FUST provided additional resources for UNESCO to deliver on its strategic program objectives, particularly contributing to building of peace, the eradication of poverty, sustainable development and intercultural dialogue through education, the sciences, communication and information in priority geographical areas. For the Government of Flanders, UNESCO as a promoter of international cooperation with established agreements with its member states, networks, and infrastructure, and over sixty years of experience in coordinating global programmes, provided the right vehicle to deliver on its international strategy. Furthermore, it was recognized that the modality of the UNESCO Trust Fund mechanism permitted the necessary stability and continuity for longer-term programmes as well as flexibility to respond to unforeseen requirements in priority areas.

As the current term of the FUST agreement is nearing its completion date, an evaluation process needs to be initiated to decide on its future. Article 2 of the FUST agreement mandates a comprehensive independent evaluation of the Trust Fund before the end of each cycle, the results of which are to be reported to the Government of Flanders, with a view to help decide on possible extension of the agreement. The previous extensions were also preceded by such an evaluation, which not only addressed the overall performance of the Trust Fund initiatives, but also effected an in-depth assessment of a selected number of specific programs.

This questionnaire has been developed by the contracted evaluators of the third cycle of the FUST agreement (2009 – 2013), Savithri Narayanan and Wouter Buytaert. The results will be processed as input for the evaluation report, but the questionnaire results will not be made public. Any quotes will not be attributed and will remain anonymous.

Questionnaire

1. What are the key performance indicators of your project and based on these indicators and other criteria, do you think the project has been successful?
…
2. What were the expectations of the stakeholders in participating in the FUST funded projects?
…
3. To what extent do (a) the timeframe, (b) the geographic coverage and (c) themes of the programmes meet the objectives of UNESCO and its relevant Sub-Commissions?
…
4. To what extent do (a) the timeframe, (b) the geographic coverage and (c) themes of meet stakeholder needs associated with the current project as well as those not covered by the FUST?
…
5. Have the selected programmes produced expected outputs?
i.   Achievements beyond expectations
ii.   Objectives that could not be met and why?
…

6. What has been the impact of the programmes at institutional, country, regional and international levels (including replication and multiplier effects)?
i.   accessing additional resources
ii.   public awareness of relevant issues/programs
iii.   Capacity enhancement (scientific, technical, policy)
iv.   Other
…
7. What mechanisms have been put in place to ensure that the programmes and/or their effects are sustainable?
i.   what do you see as challenges, risks, limitations, impediments
ii.   how to mitigate these
…
8. In what ways have the programme activities (and their outputs and effects) contributed to the visibility of the selected programmes, of Flanders and of UNESCO?
…

Assessment of governance, management and coordination mechanisms

9. How effective and efficient are the governance, coordination and management structures of the programmes?
…
10. What changes to the governance do you think would enhance the efficiency of the programme.
…
11. Is the process open and transparent and inclusive from the stakeholders' perspective?
…

Assessment of the funding mechanism and broader framework of cooperation within the context of the Trust Fund (prospective)

12. Having flexibility to move funds among projects has been effective? Have there been negative impacts?
…
13. What has been the impact of the flexible funding? E.g., has this allowed to explore new activities, or increase the impact (scientific output, resources management, funding success)
…
14. How do you rate the success of the project in leveraging external resources (i.e. the multiplicative effect)
…
15. Do you see specific opportunities for funding and collaboration with other initiatives (e.g., Funds for scientific research, international development agencies)?
…
16. What changes would you propose in terms of: (1) project selection; (2) funding allocation; (3) governance and coordination?
…
17. Do you have any further comments on any of the aspects above or others related to the Flanders – UNESCO collaboration?
…

VI. 3. Report of site visit Paris

The two evaluators Wouter Buytaert and Savithri (Savi) Narayanan visited the UNESCO Headquarters from February 27 to March 1, 2013, to obtain the necessary background information on the FUST and familiarize with the relevant documents, to discuss the evaluation process, time line

and reporting, and to consult the staff on their assessment of the relevance, challenges and successes of the FUST-funded programmes. The visit started with a meeting with Bureau of Strategic Planning, Division of Cooperation with Extrabudgetary Funding Sources and Evaluation Section of UNESCO at which the financial and governance aspects of the FUST was discussed. This was followed by a round table meeting, in which the Programme Specialists presented overviews of the key FUST-funded programmes including the performance, challenges and next steps. The remainder of the visit was devoted to individual and group interviews and reviewing the annual reports, research reports, conference proceedings, and a wide range of other documentation supplied by UNESCO, to assess the effectiveness and efficiency of the FUST projects. It was clear from these reviews and interviews that:

- FUST is extremely valuable to delivering the UNESCO strategic programme objectives, particularly contributing to sustainable development, and capacity building, education, the sciences, communication and information in priority geographical areas.
- The governance structure for FUST appears to be effective and efficient, which entrusts the day-to-day management of FUST activities to UNESCO's relevant programmes, allowing the Steering Committee with representatives from UNESCO and the Government of Flanders to advise on the development and implementation of projects and address strategic and high level issues.
- The success of the FUST depends on having sustained funding, and high level involvement from both UNESCO and Government of Flanders who have a long-term vision, are committed to the programme and willing to help overcome impediments, challenges and risks in spite of the heavy bureaucracy of UNESCO and participating countries.
- Having the flexibility to invest in short-term projects to help advance the larger programmes and support the overall objectives has been identified as a positive element of the governance structure.
- Some of the challenges associated with managing a multi-national programme from Paris has been somewhat addressed by having a regional co-ordinating body such as the CPPS actively involved in the program.

With respect to SPINCAM, which relies heavily on multi-disciplinary databases and associated expertise and tools, establishment of functioning national data centres, at one location or virtual, and better coordination nationally and regionally, will be critical to its success and sustainability. One approach may be to have a parallel programme to strengthen the ODIN programme in this region.

VI. 4. Report of site visit Ostend

Savi Narayanan, Kristof Vandenberghe and Rudy Herman visited the IOC's IODE office in Oostende, Belgium on March 4, 2013. The purpose of the visit was to develop a comprehensive understanding of:

- The IODE activities undertaken by the Oostende office;
- How such activities contribute to not only the objectives of UNESCO and IOC specifically, but also that of the Flanders government; and
- How FUST contributed to achieving these objectives.

The IODE Programme of IOC was established in 1961 to enhance marine research, exploitation and development, by facilitating the exchange of oceanographic data and information between participating Member States, and by meeting the needs of users for data and information products. With the rapid advances in the ocean-observational technology, and the implementation of several global observational programmes such as the Global Ocean Observing System (GOOS), IODE needed to rapidly transform itself to stay relevant and meet the requirements and expectations of the Member States. Such a transformation was made possible with the opening of the IOC Project Office for IODE on 25 April 2005 with substantial support from the government of Flanders

(Belgium) and City of Oostende, and the IODE programme entered a new era of capacity building and ocean data/information services. The main objectives of the Project Office are to:

- Establish a <u>creative environment</u> facilitating the further development and maintenance of IODE and partner data and information management projects, services and products with emphasis on improving the efficiency and effectiveness of the data and product/service stream between the stage of sampling and the user; and
- Assist in <u>strengthening the capacity</u> of Member States to manage oceanographic data and information and to provide ocean data and information products and services required by users.

To achieve these objectives the IOC Project Office carries out the following activities:

- Develop, strengthen and maintain IOC/IODE ocean data and information management training programmes and training tools;
- Provide an environment ('think tank') where ocean data and information experts and students can work, meet and discuss;
- Develop, host and maintain IOC/IODE's ocean information systems and related public awareness tools;
- Promote collaboration between all expert levels active in ocean data (and data product) and information management, including scientists, data managers, other IOC (and JCOMM or WMO) programmes and projects and other users;
- Provide a laboratory environment for the development and beta testing of ocean data and information management technology.

The IODE Project office in Oostende continues to receive the support from FUST and has been a major contributor to the delivery of the IOC's IODE Program.

Following the presentations on the activities of the Project Office, the discussions focussed on how its capacity building initiative supported by the OceanTeacher Academy contributes to the success of FUST and to the needs of not only IOC but also many other global and national initiatives..

Key observations from these discussions were:

- The OceanTeacher Academy[9] plays a very important function to support training and capacity building, serves many users through multiple venues, and is well recognized for its contribution.
- The Academy maintains its high standards of training, though not yet accredited, through the time and effort, commitment and dedication of many experts around the world with the outcome that very good training materials and excellent instructors are available for the courses, delivered on-site, on-line and through video technology.
- With respect to SPINCAM, the Academy plays a key role to develop the expertise in Latin America; this was confirmed during the site visit to Ecuador and Colombia.

The programme has its own Challenges:

- Selecting students for training from many individual applicants, those nominated by non-governmental organizations and governmental institutions to ensure maximum benefit for the member states within the limited capacity of the Academy.
- Ensuring that the students have the necessary background to benefit from the course and the opportunity to make use the lessons learned in their normal work.
- Identifying the training needs and developing an annual training plan with trainers and funding within the confines of the international process.
- Meeting the emerging requirements while maintaining the programme as technology evolves.

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[9] http://classroom.oceanteacher.org/

In spite of these challenges, there is not doubt that the Project Office is a corner stone of the marine science programme of IOC and of the Capacity Building for IOC, UNESCO and Flanders, and is also an essential element for the success of SPINCAM

Second discussion at Oostende was with Ann-Katrien Lescrauwaet, a leading expert in Integrated Coastal Zone Management, and a key player in the European project PEGASO (People for Ecosystem-based Governance in Assessing Sustainable development of Ocean and coast), which has many elements that are of interest in the implementation of SPINCAM. She highlighted the importance of projects like SPINCAM to:

- Raise awareness on the importance of ICZM, establishing collaborations nationally within institutions, and internationally to ensure consistency in policies, approaches and processes in relation to ICZM, enhancing capacity building, and others.
- Ensure good data management to support tools and products for informed decision-making.
- Facilitate data sharing to allow development of integrated products

SPINCAM is of interest to PEGASO as it provides an opportunity to advance the programme in a region completely removed from Europe, and also a priority area for the Government of Flanders. She noted the difficult challenge of SPINCAM participants, because the capacity to deliver on this project is uneven necessitating sustained effort and enhanced training opportunities through other programmes.

VI. 5. Report of site visit Brussels

On 5 March 2013, the two evaluators met Bart Motmans, who is the representative of the cabinet of the Flemish Minister of Science and Innovation, Minister Lieten. They also visited the UNESCO liaison office in Brussels. The meeting with Bart Motmans aimed at familiarizing the reviewers with the aims and priorities of the FUST from the perspective of the Flemish government, and the wider context of government funding. During the meeting at the UNESCO liaison office, the evaluators met with Flemish FUST coaches, and representatives of the UNESCO liaison office, and discussed the involvement of the coaches in the FUST projects and consulted them on their assessment of the relevance, challenges and successes of the FUST-funded programmes.

1. Meeting at the cabinet of the Flemish Minister of Science and Innovation

The following observations were drawn from the discussions:

- Two important interests of the Flemish government with regard to the FUST programme are (1) to increase visibility of Flanders (2) to inform the broader public on UNESCO activities (outreach). These aims are typically fulfilled through a variety of activities, including participation in activities that reach out to the public (e.g., World Water Day), involvement of MSc and PhD students from Flemish universities.
- The Flemish government identifies priorities in the area of water and a geographical focus on Africa, but also in global issues such as climate change, biodiversity, and responsible resource management. This is well in line with current FUST activities.

- There is a specific interest from the Ministry's perspective to draw young people into STEM (Science, Technology, Engineering, and Mathematics) curricula. It may be worth exploring how FUST can be instrumental in this. A potential pathway may be to increase the involvement of MSc students from Flemish Universities in the projects, and support them to act as ambassadors of projects and the related issues they are tackling. The focus on

secondments is also seen as very beneficial, because they create a clear Flemish presence and connection in the UNESCO programmes. It may be useful to explore how this involvement can be leveraged to further improve visibility in Flanders (e.g., through media and outreach events).

2. Meeting at the UNESCO Liaison Office Brussels

The evaluators met several FUST coaches linked to Flemish universities and other institutes and discussed aspects of specific projects including Flemish involvement, relevance, challenges and successes. The following observations were drawn:

- The FUST programme fits in a broader context of Flemish funding, and is successful in creating synergies and leveraging. For instance, the priority areas (Africa) and themes (water, climate change, integrated coastal management) of FUST align well with EU priorities. The results of FUST projects, both in terms of direct outputs, as well as networks and collaborations, can be used to implement a proactive approach to leveraging EU funding and creating European leveraging. The groundwater manual developed by the FETwater programme is given as an example of concrete outputs that can be used to leverage other funding.

- The KEKI project (Children's Rights Knowledge Centre, http://www.keki.be) is featured as an example of how obvious synergies are created with UNESCO. Keki is an international university network, aimed at setting up a capacity building programme. On the one hand, UNESCO creates direct benefits. It allows supporting countries not on the list of the Belgian Cooperation, and provides contacts for consultants needed by the project. On the other hand, the network creates direct visibility for both UNESCO and the Flemish government, and provides a knowledge base and input for the UNESCO programmes on children's rights. KEKI engages in follow-up on the trainees, thus providing detailed evidence on their impact and successes. FUST funding for courses on 'Human Rights For development', a collaborative effort of academics in Flanders and UNESCO was highlighted as another example of bringing natural sciences and social sciences for the benefit of the developing countries particularly in the area of human rigehts.

- In general, common benefits of UNESCO's involvement in the projects include (1) exchange of best practices and opportunity for cross-pollination of ideas between projects; (2) long-term consistency and sustainability of the projects; (3) added resources for education (e.g., MSc students) and outreach; (4) the availability of a strong network of contacts and expertise.

VI. 6. Report of site visit South Africa - Namibia

Evaluation of the UNESCO/FUST FETwater programme
Visit to WRC and DGA, South Africa, UNESCO regional office, Namibia

Wouter Buytaert
Imperial College London

Travelling schedule

Monday 15 April 2013	Arrival in Johannesburg
	Visit to Water Resources Commission (WRC)
Tuesday 16 April 2013	Visit to Department for Water Affairs (DWA)
Wednesday 17 April 2013	Visit to Department for Water Affairs (DWA)
Thursday 18 April 2013	Flight Johannesburg – Windhoek
	Visit UNESCO regional office, Windhoek
Friday 19 April 2013	Visit UNESCO regional office, Windhoek
Saturday 20 April 2013	Leaving from Johannesburg

Activities

- Review of documents and other evidence of the impact and deliverables of the FETwater programme;
- Semi-structured interviews with stakeholders and participants of FETwater;
- Informal discussions with FETwater programme coordinators.

People met and interviewed:

See annex VI.7

Acknowledgements

Special thanks go to Stanley Liphadzi (WRC), Ramogale Sekwele (DGA) and Youssef Filali-Meknassi (UNESCO Windhoek Office) for facilitating the visits and organising the interviews.

VI. 7. Report of site visit Latin America

The field visit to Latin America took place from April 15 to 19, 2013, starting with the CPPS office and the Ministry of Environment in Guayaquil, Ecuador, followed by the Ministry of Environment and Sustainable development in Bogota and the Instituto de Investigaciones Marinas y Costeras in Santa Marta in Colombia (Annex VI. 7. provides the coordinates of the interviewees). The presentations and discussions during the visit clearly highlighted the following points:
- CPPS plays a very important role in the region through its Plan of Action for the Protection of the Marine Environment and Coastal Areas of the Southeast Pacific, and SPINCAM provided the opportunity to help deliver on its integrated coastal zone management objectives.
- There is strong ministerial support to CPPS Plan of Action and the associated projects as clearly evidenced in the report of the VIII meeting of ministers of foreign affairs of the CPPS countries held in Puerto Ayora, Galápagos, Ecuador, August 17th 2012, on the occasion of the Sixtieth Anniversary of the Santiago Declaration of the Maritime Zone and the establishment of the CPPS.

- CPPS is able to provide the platform for coordination and administrative support for the SPINCAM project, and thus is the right coordinating mechanism with its experience in coordinating projects in the region, having strong high-level support at ministerial level, and having the recognition and network at the intergovernmental level globally.

Though the objectives of SPINCAM was consistent with that of the CPPS Plan of Action and national priorities of the member states, many challenges surfaced during the first phase of its implementation which somewhat slowed down the progress or resulted in not implementing certain components of the project. The following challenges were identified by all those who were interviewed:

- National regulations related to receiving external funding. The process for receiving funds from UNESCO and transferring to the appropriate institution designated to deliver on the project is very complex resulting in having to drop certain components of the project at least in one country.
- The national organizational structure that necessitates considerable national multi-agency coordination to facilitate delivery of ICAM. Though most countries now have a ministry of environment, still the responsibility for the various components of the coastal zone management is somewhat spread among many institutions including navy. This makes it difficult to have a coordinated approach nationally, let alone internationally.
- Regional differences in technical and scientific capacity. The implementation of SPINCAM work plan required not only scientific expertise in the individual disciplines but also in integrating multi-disciplinary data to generate indicators following the IOC ICAM guidelines and decision making and outreach tools leading to national and regional policies.
- Weakness in the national and regional data management infrastructure. Not all member countries of CPPS have established national data centres. Even in those countries with National Oceanographic Data Centres, they often manage only physical data, and other types of data are usually managed by individual researchers or institutions. As a result, the countries are at different levels of maturity in data management and it was difficult to bring the necessary data sets together nationally and regionally.

In spite of these challenges, there were several significant achievements. The following were identified by all:
- The five countries arrived at a consensus on five regional indicators and committed to sharing the necessary data, helping one another to build up the expertise, and collaborating in the development of these indicators. In addition, the countries were keen to develop additional indicators to address their own national ICAM requirements.
- The network established as part of the SPINCAM project is strong and is already proving to be extremely useful to implement other scientific projects in the area.
- In spite of the data management challenges, requiring manual data entry and data exchanges, the team was able to have three of the five indicators developed, and basic GIS-based tools are built that can be used for others.
- The project has also provided data and information for other projects like SIBIMAP enhancing the region's data base capabilities in the coastal region in support of other initiatives.

Additional observations are:
- In Colombia, the organizational, legislative, and policy framework strongly supports integrated coastal zone management and consequently, SPINCAM has been very successful. The GIS tool developed for this project will be extremely useful not only monitor the water quality in the coastal regions using the water quality indicator but also to communicate the results to the clients, stakeholders and policy makers.

- INVEMAR, the implementing body of SPINCAM, has already integrated the project into its multi-year plan, and has been successful in getting strong support from its Advisory Board consisting of leading academic institutions, key ministries including the Colombian navy and representative of the President of Colombia. Such support is critical to the sustainability of ICAM in the country.

VI. 8. List of people contacted as part of the evaluation

Prof Thomas Schaaf
UNESCO
SUMAMAD project coordinator

Prof Dirk Raes
Katholieke Universiteit Leuven
SUMAMAD partner

Dr Anil Mishra
UNESCO IHP Programme
Project coordinator

Dr Koen Verbist
UNESCO IHP Programme
Flemish seconded expert

Dr Alexandros Makarigakis
UNESCO
Science Programme Specialist

Dr. Julian Barbière
UNESCO IOC
Programme Specialist

Dr Wendy Watson – Wright
UNESCO IOC
Assistant Director General and Executive
Secretary

Mr Peter PISSIERSSENS
Head, IOC Project Office for IODE

Cláudia DELGADO
UNESCO IODE
Project manager of OceanTeacher and
OceanTeacher Academy

Ann-Katrien Lescrauwaet
VLIZ - Vlaams Instituut voor de Zee
Flanders Marine Institute

Stanley Liphadzi,
FETwater programme coordinator
South African Water Research Commission

Annette Wentzel
Former FETwater programme coordinator
South African Water Research Commission

Dr Steve Mitchell
Former FETwater coordinator
South African Water Research Commission

Ramogale Sekwele
Department of Water Affairs
Republic of South Africa
FETwater programme manager

Moloko Matlala
Department of Water Affairs
Republic of South Africa
FETwater programme coordinator

Dr Carey Rajah
Department of Water Affairs
Republic of South Africa
UNESCO IHP programme coordinator

Johnny Beumer
Consultant at Aurecon
FETwater CMS Development network
member

Siyabonga Buthelezi
Department of Water Affairs
Republic of South Africa
FETwater Trainee

Jackie Jay
Department of Water Affairs
Republic of South Africa
FETwater Trainee

Dr Mlindelwa Lupankwa
Tshwane University of Technology
Member of the FETwater groundwater
network

Nancy Motebe
Department of Water Affairs
Republic of South Africa
Member of the FETwater Resource Directed
Measures Network;

Tovhowani Nyamande
Department of Water Affairs

Republic of South Africa
Trainee of the FETwater Resource Directed
Measures Network

Prof Victor Wepener
North-West University
Member of the FETwater Groundwater
network

Natasja Rombouts
Delegation of the Flemish government in
South Africa

David Maenhaut
Delegation of the Flemish government in
South Africa

Dr Youssef Filali-Meknassi
UNESCO regional office, Windhoek
FETwater programme coordinator

Prof E. Alaphia Wright
UNESCO Windhoek Office
Director

Bart Motmans
Cabinet of the Flemish Minister of Science
and Innovation

Marie-Paule Roudil
Head of Office and UNESCO Representative
to the European Union

Jan De Bisschop
Assistant Programme Specialist
UNESCO

Prof. Ronny Verhoeven
University of Ghent
FETwater partner

Prof. Paul Nieuwenhuysen
Free University of Brussels

Kathy Vlieghe
Kenniscentrum Kinderrechten vzw

VI. 9. Terms of reference of the evaluation

I. UNESCO/Flanders Trust Fund (FUST)

UNESCO and the Flemish Government approved and signed on 19 September 1999 an agreement on the "Flanders/UNESCO Trust Fund for the Support of UNESCO's Activities in the Field of Science" (FUST). Through the FUST, the Flemish Government transferred over US$14 million in the last 11 years, mainly for projects related to the IHP, IOC and MAB programmes. The initial agreement was signed for a period of 5 years (1999 – 2003). A second phase was agreed on 3 April 2003 for another period of 5 years and extended again in 2008 for a third cycle (2009-2013).

According to article 2 of the agreement, an evaluation is to be done and reported to the Government of Flanders with a view to extending the agreement for a further period of five years. The previous extensions were also preceded by an evaluation; this will be the third such evaluation.

The present Terms of Reference (TOR) address the evaluation of projects of the Flanders/UNESCO Science Trust Fund (FUST) for support of UNESCO's IHP, MAB and IOC.

II. Supported programmes

IHP
The International Hydrological Programme (IHP) is the only intergovernmental programme of the UN system devoted to water research, water resources management, and education and capacity building. The programme, tailored to Member States' needs, is implemented in six-year phases – allowing it to adapt to a rapidly changing world. International and regional co-operation in water resources issues is actively pursued in IHP activities. Particular attention is paid to reflecting the needs of developing countries in the IHP plans.

MAB
The Man and the Biosphere (MAB) Programme is an Intergovernmental Scientific Programme aiming to set a scientific basis for the improvement of the relationships between people and their environment globally. Launched in the early 1970s, the MAB Programme proposes an interdisciplinary research agenda and capacity building that target the ecological, social and economic dimensions of biodiversity loss and the reduction of this loss. It's World Network of Biosphere Reserves currently counts 610 biosphere reserves in 117 countries all over the world. Concerned with problems at the interface of scientific, environmental, societal and development issues, MAB combines natural and social sciences, economics and education to improve human livelihoods and safeguard natural ecosystems, thus promoting innovative approaches to economic development that is socially and culturally appropriate and environmentally sustainable.

IOC
The Intergovernmental Oceanographic Commission (IOC) was established under the auspices of UNESCO in 1960 to provide the Member States of the United Nations (UN) with an essential mechanism for global co-operation in the study of the oceans. In order to perform its vital cross-sectoral and cross-agency responsibilities and provide an efficient and effective mechanism for drawing on the expertise of the non-governmental scientific community, the Twenty-fourth Session of the General Conference in 1987 provided the IOC with functional autonomy within UNESCO.

The basic mission of the IOC is defined in Article 2 of its statutes which states that 'The purpose of the Commission is to promote international co-operation and to co-ordinate programmes in

research, services and capacity building, in order to learn more about the nature and resources of the ocean and coastal areas and to apply that knowledge for the improvement of management, sustainable development, the protection of the marine environment, and the decision making processes of its Member States.'

III. Purpose of the Evaluation

The primary evaluation purpose is to provide advice to the Flemish Government and UNESCO concerning the extension of the FUST agreement. More specifically, the evaluation will examine whether the supported programmes are meeting their objectives and expected results, examine the effectiveness of the governing mechanism of the projects over the reporting period (March 2008 to March 2013), and develop a forward-looking perspective on how the collaboration between the Flemish Government and UNESCO within the framework of the Trust Fund can further be strengthened

IV. Evaluation Scope

IVa. Evaluation questions

The following is a list of indicative evaluation questions and shall be expanded during the inception phase of the evaluation. In line with the main purpose presented above, the evaluation will focus on three sets of questions.

Assessment of programmes funded under the Trust Fund
- To what extent was the timeframe, the geographic coverage and thematic coverage of the programmes adequate?
- To what extent do the selected programmes meet stakeholder needs?
- Have the selected programmes produced expected outputs? To what extent have expected results for the selected programmes been achieved?
- What has been the impact of the programmes at institutional, country, regional and international levels (including replication and multiplier effects)?
- What mechanisms have been put in place to ensure that the programmes and/or their effects are sustainable?
- In what ways have the programme activities (and their outputs and effects) contributed to the visibility of the selected programmes, of Flanders and of UNESCO?

Assessment of governance, management and coordination mechanisms
- How effective and efficient are the governance, coordination and management structures of the programmes?

Assessment of the funding mechanism and broader framework of cooperation within the context of the Trust Fund (prospective)
- In what ways can the funding mechanism be further optimized to enhance the impact of the invested financial resources (e.g. taking into account sustainable core funding for key programme components, flexible funding lines to ensure sustainability, etc.)
- In what ways can the broader framework of cooperation (e.g. with the Flemish Government, Flemish academic community) be further optimized to enhance the impact of the invested financial resources?

IVb. Evaluand: coverage and focus
A desk study will cover all programmes, projects and initiatives implemented through the trust fund, but there will be a deeper focus on FETWATER, a programme managed under IHP and on SPINCAM, an IOC programme.

The evaluation of 2007 examined in detail ODINAFRICA (IOC related), FRIENDNILE (IHP), SUMAMAD (MAB), and to a lesser extent FETWATER (IHP) and CAZALAC (IHP). Several site visits supported the evaluation of SUMAMAD (Alexandria/Egypt), FRIENDNILE (Cairo/Egypt) and ODINAFRICA (Salammbô/Tunisia, Zanzibar/Tanzania).

This time the evaluation should conduct a more detailed study of the FETWATER II and SPINCAM programmes. The Flemish Government is considering the support of a second extension of the FETWATER II programme in South Africa (FETWATER III), with strong involvement of the South African Department of Water Affairs, so a field visit to South Africa should be foreseen. The FETWATER II programme started in 2006 and will end in December 2012. The 3rd phase should start beginning 2013.

SPINCAM is a project that the Flemish Government supported for the first time in 2008. The project implementation has been completed in June 2012, but an extension has been presented for consideration to the Flemish Government (SPINCAM II). It is suggested to foresee a field visit to Guayaquil (Ecuador), seat of the implementing partner and maybe another field visit to one of the implementing member states (Colombia).

V. Evaluation Methodology

The evaluation process will involve the following:
- Desk study to review all relevant documents and literature, including:
  - Flanders/UNESCO Science Trust Fund agreement and previous funds-in-trust arrangements;
  - Minutes of the meetings of the relevant Steering Committees between the donor agency and UNESCO, as well as individual projects;
  - Projects documents;
  - Progress and final reports;
  - Other related documents (including national, regional, brochures, posters, multimedia products, media coverage, …).
- Carry out in-depth interviews and discussions with relevant staff and officials at UNESCO Headquarters, UNESCO Field Offices (regional and national), Flemish Government, national officials at project sites, implementing partners, beneficiaries (institutions) and other stakeholders)[10]

- Missions will be carried out by the team to:
  - UNESCO Headquarters, Paris;
  - IOC Project Office, Ostend, Belgium
  - Flemish Government, Brussels;
  - IHP projects in South Africa (FETWATER), for at least one evaluator;
  - IOC project (SPINCAM) partner in Ecuador and maybe Colombia for at least one evaluator.

The findings and recommendations of the evaluation shall be expressed in a report by the corresponding evaluation team that will be submitted to the Government of Flanders and UNESCO.

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[10] A list of stakeholders (internal and external) will be compiled. The evaluators will draw a broad purposive sample from this list, taking into account time and resource constraints, to ensure adequate coverage of all main stakeholder group connected to the three programmes.

VI. Evaluation Team composition

The evaluation team will be composed of **2 external senior scientists / evaluators,** one with in-depth knowledge of UNESCO and the IHP and MAB and the other one with in depth knowledge of UNESCO and the IOC program. Fluency in Spanish can be an asset for the IOC evaluation in Ecuador and Colombia. These experts/evaluators are to be identified in accordance to UNESCO's rules and regulations by the concerned UNESCO programme sectors: IHP, MAB, and IOC, in collaboration with UNESCO IOS. The evaluators should not have been directly involved in the activities under review.

VII. Planning and implementation arrangements

Management Arrangements
- Relevant SC programme officers will provide the evaluating team with all relevant documentation as described under (VI);
- BSP/CFS and the relevant SC programme officer will identify UNESCO staff, Flemish Government officials and national officials to meet with during the field visits, as well as the dates for the visits;
- The relevant SC programme officers and BSP/CFS will inform UNESCO staff, Flemish Government officials and national officials of the objectives of the evaluation and of the field visits in advance.

VIII. The Report Outline

The report will contain the following features:

1/ An executive summary (maximum 3 pages)

2/ Report with the following areas clearly covered for IHP, MAB and IOC (maximum 25 pages excluding annexes) and taking into consideration the scope of the evaluation (see IVa and IVb):
- Part I Introduction (max. 3 pages)
- Background information on the FUST ;
- Purpose and scope of the evaluation
  Methodology;Part II: IOC (max. 10 pages)
- Major findings;
- Lessons learnt (from both positive and negative experiences);
- Recommendations;
- Part III: MAB and IHP (max. 10 pages)
- Major findings;
- Lessons learnt (from both positive and negative experiences);
- Recommendations;
- Part IV: A sustainable and effective partnership in science (max. 5 pages)
- Major findings
- Recommendations