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# Independent external evaluation of the Flanders/UNESCO Science Trust Funds (FUST) Phase IV, (2014-2018)

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## Final report



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# List of abbreviations

BRESEP: Biosphere Reserves as a Tool for Coastal and Island Management in the South-East Pacific Region

CAZALAC: Centro Regional del Agua para Zonas Áridas y Semiáridas de América Latina y el Caribe

CONAFOR: National Forestry Commission Chile

FUST: Flanders/UNESCO Trust Funds for the support of UNESCO's Activities in the Field of Science

GHG: Greenhouse Gas

GoF: Government of Flanders

G-WADI: Water and Development Information for Arid Lands Global Network

IHP: International Hydrological Programme

ICIWARM - International Center for Integrated Water Resources Management (ICIWaRM) -

IOC: Intergovernmental Oceanographic Commission

IODE: International Oceanographic Data and Information Exchange

INVEMAR: Instituto de Investigaciones Marinas y Costeras Colombia

MAB: Man and the Biosphere Programme

MWAR-LAC: Managing Water Resources in Arid and Semi-Arid Regions of Latin America and the Caribbean

OTGA: OceanTeacher Global Academy

RTC: Regional Training Centre

RCWH- Regional Center for Capacity Development and Research in Water Harvesting

SDG: Sustainable Development Goals

SPINCAM: South Pacific Information Network in support of Integrated Coastal Area Management

SWOT: Strengths – Weaknesses – Opportunities – Threats

UNESCO: United Nations Educational, Scientific and Cultural Organizations

UNESCO SC: Natural Sciences Sector of UNESCO

VLIZ: Flanders Marine Institute

# Executive Summary

In September 1999, UNESCO and the Flemish Government approved a five-year agreement on the UNESCO/Flanders Fund-in-Trust for the support of UNESCO's activities in the field of Science (FUST). This agreement has been extended into multiple phases, including the most recent one covering the 2014-2018 period (i.e. Phase IV)<sup>1</sup>. Specifically, the FUST seeks to provide UNESCO with Flemish expertise and networks and additional financial resources to deliver its strategic programme objectives. Under the most recent phase, a specific focus has been set on supporting the activities of the following UNESCO programmes: Man and the Biosphere (MAB) Programme, the International Hydrological Programme (IHP) and the Intergovernmental Oceanographic Commission (IOC). FUST is also meant to provide the Flemish Government access to UNESCO's expertise, advice and know-how on coordinating global programmes; as well as its capacity to promote international cooperation with its member states and networks.

The agreement specifies that before the end of each cycle of the FUST, a comprehensive and external evaluation must be conducted. This report thus presents the results of the independent external evaluation of the fourth phase of the FUST agreement.

FUST overall relevance is high given that it continues to respond to the interest of both parties (i.e. UNESCO and the Government of Flanders) to establish a mutual basis for cooperation in the field of science at global scale. The drivers which gave way to the development of the FUST nearly two decades ago are found to remain valid until today, and are directly reflected in FUST's current objectives. Despite this very high level of relevance, the Agreement could further benefit from a more concise definition of its geographical focus and priorities; as well as a more explicit justification of its selected focus programmes (i.e. MAB, IOC and IHP).

FUST-supported projects are also found to be fully in line with the needs and interest of beneficiary countries and regions. Project-level relevance was in many cases illustrated by the existence of national / beneficiary country co-financing of FUST (i.e. high beneficiary financial leverage), as well as by the very high level of demand which some FUST projects / activities encountered. This said, FUST could do more to ensure its projects and activities are also aligned with the needs and interests of key private sector stakeholders, which are of relevance to the issues being addressed.

Under its fourth phase of operation, FUST is deemed to be fulfilling most of the objectives (explicit or implicit) it set out to achieve. It also appears to be satisfying the expectations expressed by both the UNESCO and the Government of Flanders, underpinning their involvement in this mutual cooperation agreement. FUST has allowed to continue to consolidate and strengthen the long-standing collaboration between both institutions; as well as enable the channelling of support, mostly financial in nature (i.e. extra-budgetary), for the implementation of UNESCO programmes in the field of science. Additional results linked to the implementation of the fourth phase of the FUST include: strengthened visibility of UNESCO and UNESCO programmes; strengthened visibility of the Flemish Region internationally; and the development of inter-program collaboration within UNESCO's natural science sector, as well as between FUST-funded programmes and third-party programmes and initiatives.

The evaluation has identified several instances in which Flemish scientific actors have been present and involved in FUST activities. However, the promotion of international cooperation between FUST beneficiaries and their Flemish counterparts, has been lower than expected for the fourth phase of FUST. This said, the relevance and potential for creating stronger linkages between FUST activities and

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<sup>1</sup> Agreements can be found here: [https://www.fdfa.be/en/treaties-and-mous?order=asc&sort=title&f%5B%5D=pas\\_81%3A479](https://www.fdfa.be/en/treaties-and-mous?order=asc&sort=title&f%5B%5D=pas_81%3A479)

Flemish institutions has been confirmed during the course of this evaluation, and should thus be actively pursued by FUST projects in the future.

At the project level, the range of FUST projects has led to the delivery of a very wide spectrum of outputs, in line with original project plans and ambitions. These include the development of pilot projects or exercises in specific regions, the publication of papers or articles, the implementation of multiple training and capacity building activities and events, and the development of databases and knowledge repositories. Through these activities and outputs, the FUST is contributing to the creation of communities of policy practitioners and natural resource managers; to more south-south cooperation and collaboration among researchers and policy-makers; to the institutionalization of new indicators and data generated through FUST projects; and to the development of a strengthened and robust body of knowledge and evidence on the state of natural resources in FUST beneficiary countries and regions. These FUST-enabled changes are seen to contribute – directly or indirectly - strengthening the capacities of beneficiary countries and regions to more effectively manage local natural resources (e.g. oceans, forests, glaciers, water, etc).

In spite of this, FUST and FUST-supported projects could do more to better capture the extent to which their activities and efforts are contributing to the generation of expected high-level outcomes and impacts. This could be done for instance through the use of better-defined intervention logics, performance frameworks, outcome indicators and related monitoring and tracking techniques / methods to measure progress achieved. While FUST projects are generally good at defining the longer-term changes they wish to achieve, they tend to say little about how they intend to achieve that change and measure it / determine success.

The main FUST steering body -the FUST steering committee - is fulfilling its role and duties as per the mandate it's given by the FUST Agreement. The FUST is run efficiently thanks to a fairly lean and flexible management and governance structure. Some of the key attributes of this model are the direct and proactive involvement of donor (i.e. Government of Flanders) and the very high level of dialogue among direct stakeholders it enables (e.g. between FUST-supported projects and programmes, as well as between beneficiaries and the donor).

The FUST model for cooperation and interaction between the UNESCO and the Government of Flanders is considered as a good practice by the majority of stakeholders interviewed in the framework of the evaluation. Some of the key attributes of the 'FUST model' of cooperation include: flexibility to support a broad range of activities and projects while maintaining a specific focus on a group of key topics; the possibilities it creates for direct interaction between the donor and UNESCO (and UNESCO programmes); the continuity it has given to many of the actions and projects which have been supported over several phases. The FUST model has allowed to develop a true partnership between UNESCO and the Government of Flanders, and significantly change the nature of interaction between the donor and the beneficiary.

Project-level steering and management capacities and practices are also found to be in line with project ambitions, and enabling a timely delivery of project activities and workplans. In most cases, local partners are strongly contributing to the day-to-day management and implementation of projects. The importance of the role these partners play in the delivery of the projects, whether it's at the national level (e.g. national focal points) or at the regional level (e.g. regional implementing partners) is worth highlighting. Their involvement is a key factor in ensuring the timely and adequate delivery of FUST project objectives, as well as making sure there is local support and buy-in for FUST activities.

Even though projects do not have a formal obligation to establish steering groups, the composition and roles of these does tend to vary strongly among FUST-supported projects. In some cases, they play a very active role in supervising project implementation and providing input on management-related issues. In other cases, they are merely used to present project achievements and activities. In both cases however, FUST and project-level governance and management schemes would benefit from a more intensive use of more robust monitoring and evaluation methods and tools; as well as from the

participation of third-party actors which are not directly benefiting from, or participating in project implementation.

The financial leverage of the large-scale FUST projects analysed as part of this evaluation is very high. Almost all project are leading to co-financing on behalf of local stakeholders and beneficiaries, or additional partners. FUST funding is thus triggering additional investments in support of UNESCO activities, which may not have taken place otherwise. This not only illustrates the additionality of the FUST, but also the high value for money it's generating for UNESCO and the Government of Flanders.

The main determinant of FUST sustainability is the continued commitment from the GoF to provide financial support. Without this support, the FUST would cease to exist and continue implementing further projects. As a result, ensuring that the GoF's expectations are fully satisfied is key to guaranteeing short, medium and long-term sustainability of the FUST. FUST's capacity to adequately define, monitor and account for its expected results, will thus continue to underpin its ability to further drive sustainability, and ensure continued commitment from its key donor.

The very high level of commitment and buy-in on behalf of local partners and beneficiaries is driving FUST sustainability. Thanks to their involvement, it's likely that medium-to-long term effects will be generated by FUST activities; specifically, as information and knowledge continues to seep into the institutional and administrative frameworks of these countries. This said, projects' capacity to ensure sustained results and the generation of changes beyond their lifetime could be further strengthened by developing more detailed exit strategies, as well as more robust and internally coherent intervention logics (e.g. ensuring adequate linkages between project activities and limiting the existence of one-off activities). More importantly however, FUST needs to strengthen its communications and outreach strategy in order to effectively reach wider audiences.

In light of the findings of this evaluation, it's recommended that the UNESCO and the Government of Flanders further pursue their collaboration in the field of science through a fifth phase of the FUST agreement. This collaboration is not only extremely relevant to the interests of both parties, but also in light of the current challenges being faced by many developing countries to better protect their natural and environmental resources and heritage. FUST and its objectives are clearly in line with, and can directly contribute to achieving many of the objectives established in the 2030 Sustainable Development Agenda and Paris Agreement.

However, in order to maximize future impact and sustainability, it's recommended that FUST makes certain adjustments to how it operates and takes on priority challenges. First and foremost, further steps should be taken to refine the rationale and scope of the FUST; without limiting its current flexibility and bottom-up nature. Doing this would contribute to generating a critical mass of support around a more precise topic or geography; while re-enforcing its appeal and visibility vis à vis other donors and users of the knowledge it generates. Along with this, FUST should reinforce its branding and communication capacities, so as to better showcase, disseminate and capitalize on its results – beyond its immediate circle of stakeholders and beneficiaries. Last but not least, in the future FUST and FUST-supported projects should take additional measures to better define, track and monitor their expected results, so as to increase accountability and transparency. These measures would allow FUST to better showcase the great amount of change it has managed to generate at the local level, and with a relatively modest amount of resources.



# 1 Introduction

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## 1.1 General presentation of FUST & its key objectives

In 1998 Flanders signed a general cooperation agreement with UNESCO to achieve common global objectives. A year later, on September 19th, 1999, UNESCO and the Flemish Government approved a five-year agreement on the UNESCO/Flanders Fund-in-Trust for the support of UNESCO's activities in the field of Science (FUST). Since then, the agreement was extended into multiple phases: Phase II (2004-2008), Phase III (2009-2013) and Phase IV (2014-2018)<sup>2</sup>. The objectives defined by the 1999 agreement as well as by the current agreement (2014-2018) for the FUST are fairly broad. According to the 1999 agreement for instance,

*UNESCO and the Government (of Flanders) mutually agree on the desirability of consolidating their cooperation within the fields of competence of UNESCO in the domain of science... in this context, the parties will exchange ideas, documentation and general information, and identify concrete activities for cooperation in the mutual interest of both parties. The Government (of Flanders) may seek UNESCO's advice and expertise as appropriate.*

Neither document provides additional information regarding the drivers behind the development of the agreement, nor the intended results – beyond the establishment of mutual cooperation. Implicitly however<sup>3</sup>, it is said that FUST is meant to provide UNESCO with Flemish expertise and networks and additional financial resources to deliver its Strategic Programme objectives. On the other hand, through FUST, the Flemish government seeks to benefit from UNESCO's expertise, advice and know-how on coordinating global programmes; as well as its capacity to promote international cooperation with its member states and networks. In addition, the Flemish government is particularly keen to promote international scientific cooperation through FUST.

The current agreement specifies which UNESCO programmes and thematic priorities are eligible to receive support from the Government of Flanders<sup>4</sup>. Specific attention was set to be given to Strategic Objectives 4, 5 and 6 of the UNESCO Medium Term Strategy (37 C/4, 2014-2021) with a special focus on the Man and the Biosphere (MAB) Programme<sup>5</sup>, the International Hydrological Programme (IHP)<sup>6</sup> and the the Intergovernmental Oceanographic Commission (IOC)<sup>7</sup>, including the social and humanistic aspects related to these activities. Through this selection of programmes and thematic priorities, it can be inferred that through the FUST, the Government of Flanders wishes to support UNESCO efforts in mobilizing scientific knowledge and policy for sustainable development; and in promoting research and technical capacity building for the sound management of natural resources –particularly water –, and for disaster preparedness.

According to the current agreement on the UNESCO/Flanders Trust Fund, activities that may be supported under FUST include: concrete projects in the field of science; secondment of experts;

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<sup>2</sup> Agreements can be found here: [https://www.fdfa.be/en/treaties-and-mous?order=asc&sort=title&f%5B0%5D=pas\\_81%3A479](https://www.fdfa.be/en/treaties-and-mous?order=asc&sort=title&f%5B0%5D=pas_81%3A479)

<sup>3</sup> It is key for the reader to understand that the objectives of the FUST as formulated in this evaluation have all been reconstructed on the basis of the data collection performed within the evaluation. The FUST does not clearly define any specific intended outcomes beyond the desire to strengthen cooperation in the field of science, and the government of Flanders wish to contribute to UNESCO's mission to peace and security by promoting cooperation among the nations in the field of education, science, culture and communication.

<sup>4</sup> According to the agreement under the Phase IV of the FUST, "the activities to be carried out were to relate to UNESCO's Major Programme II: Science for Peace and Sustainable Development, as reflected in the UNESCO Resolutions on the Approved Programmes and Budgets for 2014-2015 (37 C/5) 2016-2017 (38 C/5), as well as (as relevant) for 2018-2019 (39 C/5). Particular focus is given to activities identified by UNESCO's sectors and presented in the Additional Programmes".

<sup>5</sup> Not originally mentioned in the 1999 Agreement. Cf. <http://www.unesco.org/new/en/natural-sciences/environment/ecological-sciences/>

<sup>6</sup> <http://www.unesco.org/new/en/natural-sciences/environment/water/ihp/about-ihp/>

<sup>7</sup> <http://www.ioc-unesco.org/>

financing of consultants for project preparation or evaluation; 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.<sup>8</sup>

Within the broader context of UNESCO activities, FUST is considered as an extra-budgetary activity given that it is funded entirely through external voluntary contributions provided by the Flemish Government. The agreement does not specify any geographical targets or priorities for activities to be implemented under the FUST. As will be illustrated in following sections however, the majority of resources allocated under the fourth phase went to support projects in Latin America and the Caribbean.

According to data provided by UNESCO, since the time of its launching, the fourth phase of FUST has provided funding for a total 18 of large and small-scale projects, which amount to a total Flemish contribution of c.a. \$8.5 million USD<sup>9</sup>. Specifically, the FUST steering committee and Government of Flanders allocated the bulk of the phase IV funding in May 2014 to the following major projects: OceanTeacher Global Academy (OTGA, 2.6 MUSD), Caribbean Marine Atlas, phase 2 (CMA-2, 0.93 MUSD), Biosphere Reserves as a Tool for Coastal and Island Management in the South-East Pacific region (BRESEP, 1.0 MUSD), Addressing Water Security: Climate impacts and adaptation responses in Africa, Asia and LAC (WATER SECURITY, 0.66 MUSD), Enhancing Natural Hazards Resilience in South America (ENHANS, 0.5 MUSD). In July 2016, the Flemish government granted its approval to the funding of a new IHP project (CLIMWAR, 0.6 MUSD) and the first phase of SPINCAM 3 (0.45 MUSD). The projects which are the focus of this evaluation (selected and implemented under Phase III and IV) have received about \$6.2M USD in funding. OTGA and BRESEP are at the top of the list when it comes to volume of funding provided (2.6M USD and 1M USD respectively), while MWAR LAC received less than 500k USD in funding. According to the evaluation Terms of Reference, through all phases of the FUST, the Flemish Government transferred over US\$29 million in the last 16 years.

Section 2.2.1 of the report provides a more detailed breakdown of the FUST phase IV budget. In addition, a detailed presentation of the six projects selected for an in depth analysis as part of the evaluation can be found in Appendix F.

## 1.2 The purpose and scope of the evaluation

Article 2 of the Flanders/UNESCO Trust Fund for the Support of UNESCO's Activities in the Field of Science (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 and UNESCO, with a view to help decide on future directions of the potential next phase of the agreement. Given that Phase IV of the FUST has reached the end of its programmatic cycle, UNESCO has commissioned an external evaluation to assess the overall performance of FUST initiatives and provide an in depth assessment of a selected number of specific projects (listed hereafter in section 2.3).

The external evaluation was conducted by a team of three independent external evaluators, under the supervision of UNESCO and the evaluation reference group assembled for this purpose. The evaluation took place between April and August 2018. The specific objectives of the evaluation were to:

- Examine whether the supported UNESCO 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.

As reflected in the evaluation questions (cf. Appendix A), the evaluation adopted a retrospective and a forward-looking perspective. The retrospective dimension of the work includes an assessment of FUST-

<sup>8</sup> The agreement forbids the provision of study grants under the Trust Fund

<sup>9</sup> The data provided by UNESCO does not include the "Addressing Water Security" IHP programme which received a total allocation of 459 500\$ USD.

supported projects to verify whether their objectives and expected results were met. This led to the formulation of findings, conclusions and recommendations on the possible extension of FUST and lessons learned on implementation mechanisms which are presented in the current report.

The evaluation of FUST Phase IV covers projects and initiatives implemented through the Trust Fund within the period **June 2014 to May 2018**, with a deeper focus on the following sample of projects selected by UNESCO, as mentioned in the evaluation specifications<sup>10</sup>:

- **For the International Hydrological Programme (IHP):**
  - Managing Water Resources in Arid and Semi-Arid Regions of Latin America and Caribbean (MWAR –LAC) (FUST phase III, IV, completed 2016);
  - The Impact of Glacier Retreat in the Andes: International Multidisciplinary Network for Adaptation Strategies (FUST phase III, IV ending in 2018);
  - Addressing water security: climate impacts and adaptation responses in Africa, Asia and LAC (FUST phase IV);
- **For the Man and the Biosphere (MAB) Programme:**
  - Biosphere Reserves as a Tool for Coastal and Island Management in the South-East Pacific Region (BRESEP) (FUST phase IV);
- **For the Intergovernmental Oceanographic Commission (IOC):**
  - SPINCAM2 (FUST phase III) ended in 2016, continued as SPINCAM3-Phase 1 (2017-2019) (FUST phase IV) started officially in June 2017 (SPINCAM3-Phase 2 (2019-2021) to be considered in FUST phase V);
  - OceanTeacher Global Academy (OTGA; FUST phase IV, ending in 2018).

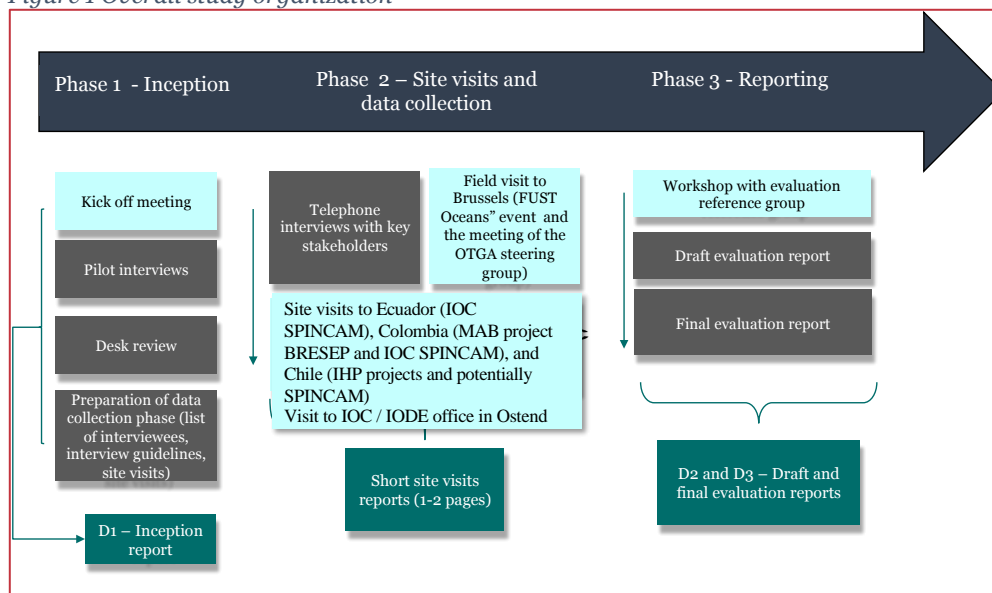
Appendix E provides a detailed description of the six selected evaluation projects, including budget, partners, beneficiary countries, and project objectives. Not all Phase IV projects have been analysed in depth by this evaluation given that some of them are very recent and have not yet yielded meaningful results. The evaluation focused instead on a sample of FUST phase IV projects, along with three projects funded under phase III of FUST, but which are still being implemented during the FUST IV timeframe (i.e. 2014-2018). This choice has been done in view of the lag-time in completion of some phase III projects and the need to restrict the in-depth evaluation to a representative set of projects.

### 1.3 Methodology of the evaluation

The evaluation was undertaken in three main phases as illustrated by the following figure.

<sup>10</sup> See appendix for a detailed presentation of each selected project.

Figure 1 Overall study organization



Source: Technopolis Group

The data on which the evaluation was conducted, was drawn from a critical reading of the documentary sources<sup>11</sup>, and consultation with selected FUST stakeholders and beneficiaries. The evaluation included site visits to Paris, Brussels, Ostend, Chile, Ecuador and Colombia as well as a number of telephone interviews with other FUST partners and beneficiaries. The Appendix includes a table providing an overview of the interviews conducted as part of the evaluation, as well as the interview guidelines used for this purpose. For privacy and confidentiality purposes the full list of interviewees has only been disclosed to the evaluation reference group. The evaluation team conducted over 50 face to face semi-structured interviews with key FUST and FUST project stakeholders and beneficiaries. The sample of interviewees was defined in collaboration with the evaluation reference group, based on the suggestions made by each individual FUST project. For each of the selected projects, the evaluation team ensured interviewee samples were representative of: the different countries participating in the projects, and the different types of project stakeholders (e.g. project management, direct project partners, and when possible, final beneficiaries). The quality of the qualitative data provided by interviewees is considered to be high.

In addition to the interviews conducted in and from Europe, the evaluation team headed out to the field to meet with a number of FUST project partners and beneficiaries in Chile, Colombia and Ecuador. These visits allowed the evaluation team to meet with all relevant local stakeholders in person, visit the installations they are working from; and also speak to other local stakeholders with direct knowledge of FUST and its supported projects. Field visits offered a unique opportunity to gain a more hands on understanding of the practical work being implemented in the framework of FUST support, as well as of the local and cultural contexts within which this work is being implemented. For each selected country, a particular focus was set on the projects to be analysed as follows:

- **Guayaquil in Ecuador** for the SPINCAM project to meet with the regional coordinator the Permanent Commission of the South Pacific (CPPS) and to interview partners of the BRESEP project;

<sup>11</sup> Appendix list of documents collected

- **Santiago and La Serena in Chile** to meet partners of IHP projects<sup>12</sup>, CAZALAC UNESCO Category II centre and Chile implementing partners for the SPINCAM project. This visit was also used to meet BRESEP stakeholders;
- **Bogotá and Santa Marta in Colombia** to meet partners of the BRESEP project and project partners of SPINCAM2. The evaluation team also explored the OTGA project, given the existence of a Regional Training Centre in Santa Marta (INVEMAR is also the technical point for the SPINCAM project).

The evaluation methodology took into consideration gender equality dimensions mainly through a gender balanced evaluation team; and a gender-balanced selection of interviewees (to the extent possible). In addition, and as will be presented in the evaluation findings, gender was taken into consideration as part of the evaluation questions addressed as part of the exercise.

The evaluation team met with the evaluation reference group on three occasions: a first kick-off meeting took place in April 2018 to present and discuss the evaluation approach and methodology; a preliminary findings and results workshop took place in July 2018, allowing the group to gain a first insight into the overall evaluation findings and provide reactions on the level and depth of analysis proposed by the evaluation team; and a final meeting was organized in October 2018 to present the final results of the evaluation.

#### 1.4 Limitations to the evaluation methodology

The evaluation team did not face any significant challenges during the course of the evaluation and was able to successfully implement the foreseen evaluation methodology. However, a number of methodological limitations are worth highlighting given their impact on the results of the evaluation and the interpretation of the results presented in this report:

- First and foremost, the reader must understand that FUST is not a Programme with specific objectives and ambitions. It's rather a means through which the Flemish Government provides financial support for the implementation of UNESCO activities and programmes. As a result, the FUST does not have a stand-alone intervention logic / performance framework / baseline objectives against which the results of the work performed can be measured and assessed. Instead, one must turn to the intervention logics of the specific programmes and projects being supported by FUST, to understand the extent to which intended ambitions have been achieved. However, the objective of the present evaluation is not to evaluate the performance of the three UNESCO programmes (i.e. IHP, MAB, IOC) which are eligible to receive support from FUST.
- Related to the above, each individual project and Programme supported under FUST has its own rationale, objectives and performance framework. In some cases, this applies to sub-projects (e.g. research projects) being implemented in the wider framework of the FUST projects. As such, the present evaluation can be considered to be a meta-evaluation of the range of projects being supported through FUST (cf. section 1.2). However, given the limited resources and scope of the present evaluation, it was impossible to provide a detailed account of the achievements and level of performance of each specific project. This also applies -albeit to a more limited extent - to the six projects selected for an in-depth analysis as part of this evaluation. This situation is worsened by the fact that no previous project-level evaluations have been performed, acting as a key input for a FUST-level meta-evaluation.
- The very high number of activities and projects implemented as part of FUST implies that there is also a very high number of stakeholders which participate and benefit directly and indirectly from FUST activities. For practical purposes, a selection of key projects and stakeholders has been conducted in order to conduct data collection and analysis activities. It is worth highlighting however that the stakeholders contacted for the purpose of this evaluation

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<sup>12</sup> MWAR –LAC; the Impact of Glacier Retreat in the Andes: International Multidisciplinary Network for Adaptation Strategies; and addressing water security: climate impacts and adaptation responses in Africa, Asia and LAC;

represent a relatively limited share of overall FUST-project partners and beneficiaries. In spite of this, the findings presented in this evaluation are considered to be representative of the FUST as a whole given the selection of large-scale projects which have yielded results given their state of implementation.

- Finally, the high level of turnover in public administrations in some of the countries where FUST projects were implemented, along with the time lags which exist with regard to the original implementation of some FUST activities, sometimes made it difficult for the evaluation team to contact and obtain information for FUST stakeholders and beneficiaries.

## 2 Key evaluation findings

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When reading the results of the evaluation, the reader must keep in mind that findings are often presented according to **three levels of analysis**:

- **At the level of the FUST (i.e. FUST-level results or FUST as a trust fund):** findings are presented at the overall level of the FUST, mainly when it comes to the governance and management of the FUST as well as general sustainability issues.
- **At the level of FUST-financed projects (i.e. FUST-project- level),** and particularly the six projects selected for an in-depth analysis as part of this evaluation: given that FUST results are mostly a compilation of the results generated by the range of projects it financed, part of the analysis presented in this chapter is structured around individual projects.
- **At the level of FUST-supported UNESCO programmes (i.e. FUST-supported programmes):** when relevant, findings and analysis are presented at the level of the three programmes which were supported by the FUST. This is mainly the case with regard to the relevance of FUST (e.g. vis à vis Programme-level objectives); as well as the effectiveness of FUST-supported programmes.

Findings are presented based on the general evaluation criteria and a series of selected themes drawn from the evaluation questions (cf. Appendix A). A detailed response to each evaluation question is presented in the conclusions chapter of the report (cf. section 3).

### 2.1 FUST relevance

#### 2.1.1 Assessment of FUST-level relevance

Given that the FUST has a limited individual and explicitly formulated rationale and objectives, the assessment of FUST relevance is mainly based on the analysis of the ‘implicit’ objectives of the FUST agreement, and their ties to the opportunities and challenges with gave way to its creation. In general terms, the FUST is considered to be relevant given that it responds to the interest of both parties to establish a mutual basis for cooperation in the field of science at global scale.

- For UNESCO, the implicit drivers behind its cooperation with the Flemish Government remain clear and stable, and are adequately reflected in the agreement and the operations it supports. This includes ensuring a source of funding for extra-budgetary activities, developing a strong and continuous partnership with the Government of Flanders, structuring dialogue and cooperation with this donor, and ensuring a source of support for the implementation of its strategy and work Programme in the field of science.
- For the Government of Flanders, the evaluation also finds the FUST is a relevant cooperation mechanism by which the Government of Flanders is able to promote several strategic interests and priorities, including supporting the work of a major international organization in the field of science (i.e. international development), promoting the visibility of the Region of Flanders globally, supporting the internationalization of Flemish science and research, and exporting Flemish expertise and know how.



Despite the very high level of relevance of the FUST as a vehicle for cooperation between UNESCO and the GoF, two issues remain unanswered and could merit further clarification on behalf of both parties:

- **First, the lack of a better-defined geographical focus** (e.g. explicit or implicit) of the FUST makes it impossible to assess the extent to which the real geographical focus of the FUST and its selected activities can be seen as relevant or not. The fourth phase of the FUST made a clear and explicit choice to concentrate efforts in Latin America and the Caribbean (e.g. section 2.2.1 on the geographical spread of FUST projects). From an evaluator's perspective, judging the extent to which this is a sound choice, given the absence of a clear and commonly defined objective on this issue, is challenging. In the absence of a clearer explanation for this choice, it may be perceived as contradictory to UNESCO's priority on Africa. The Caribbean component of FUST is in line with UNESCO's focus on SIDS as reflected in the existing UNESCO Action Plan on SIDS.
- **Second, it remains unclear why the FUST focuses only on three programmes operating under the science sector / IOC.** This appears to be the result of historical choices made to support activities mainly in the field of water and ocean management. As is the case, with the geographical focus of the FUST (cf. previous bullet point), the extent to which this Programme/thematic focus is relevant remains unclear, mostly given the absence of a clear rationale behind it.

The two previous points do not weaken the overall relevance of the FUST. They do however limit its capacity to:

- Justify two major strategic choices regarding thematic and geographical focus of its activities
- Demonstrate the extent to which its results are in line with its objectives (cf. effectiveness)

#### 2.1.2 *Relevance of FUST-supported projects*

Based on the information drawn from the analysis of the six in-depth projects, FUST supported-projects and activities are found to be fully relevant given their alignment (and that of their objectives) with:

- The general interest of the FUST to support science for natural resource management. The term 'science' in the context of FUST however is understood in the broad sense of the term. While supporting activities in the field of science is at the core of the UNESCO / Government of Flanders cooperation agreement, the main focus of FUST is not supporting scientific and research activities. Instead, FUST is supporting the implementation of the UNESCO agenda in the field of science, mainly through the operations and international science programmes of UNESCO's natural sciences sector (SC) and the Intergovernmental Oceanographic Commission (IOC). As such, rather than supporting research activities, FUST is strengthening capacities – from a science and evidence-based perspective – of natural resource managers and policy practitioners around the globe. FUST is more about capacity development (i.e. human / institutional), than it is about generating new knowledge through scientific research.
- The types of activities stipulated under article 2.6 of the agreement (Major Programme II; UNESCO medium term strategy objectives 4,5 & 6; MAB, IHP & IOC). It is worth pointing out however that FUST did also provide support to activities implemented by programmes not explicitly included in the Agreement (e.g. Science Policy and Capacity Building's UNESCO Science Report).
- The priorities and strategic objectives pursued by the FUST eligible programmes. This is mostly driven by three factors:
  - The fairly broad and open intervention logic (thematically and outcome-wise) of the FUST, which enables it to cover a broad array of issues and themes, and easily adapt to the priorities and needs of the supported programmes.
  - The bottom-up approach to provide support to UNESCO programmes adopted by the FUST, where eligible programmes develop project proposals for FUST approval, based on their

individual working programmes and / or action plans, and prior approval of their respective committees or commissions. Programme representatives were unanimous on this issue, and systematically highlighted the relevance of FUST support vis à vis their ‘mainstream’ Programme activities. The evaluation did however find that project links to UNESCO / sector / Programme priorities are not systematically and explicitly described in project documents.

- The key role played by the FUST steering committee (cf. section 2.3.1) in ensuring that selected projects are in line with the priorities of both parties in the respective fields of cooperation.
- The local environmental protection / climate change commitments and strategic priorities of countries being supported; as well as the existing needs and challenges faced by these countries (and their respective regions / basins). Some of the most frequently cited challenges, which can be found to be directly reflected in FUST projects include:
  - Management of water as natural resource is a key issue in the region
  - Widespread and endemic drought phenomenon
  - Regional environmental and geographical specificities (e.g. arid regions, concentration of glaciers)
  - Resource depletion in marine and coastal environments
  - Recognition of the importance and need to build capacities to manage natural resources and assets (i.e. water, glaciers, oceans), particularly within the public sector

The participatory nature of project design tends to vary across projects. In some cases, projects have taken clear measures to ensure future user/beneficiary views are collected as part of the project design process. This is the case for instance of the OTGA project which conducts needs assessment surveys in order to define its course Programme and content. In other cases, direct participation of future project users/beneficiaries in project design is more limited. In these cases, UNESCO project/Programme officers are behind the development of projects and related objectives. However, even in cases where direct beneficiary participation in project design is limited, projects are generally subject to the approval or Programme committees (i.e. Members State representatives) – which can be considered to be indirect beneficiaries.

According to some local stakeholders, the relevance of FUST projects vis à vis their countries’ challenges and priorities was sometimes weakened by the focus given to addressing regional priorities, rather than national ones. Addressing common regional challenges sometimes led to local stakeholder perceptions of the existence of a gap, between what the country is interested in achieving, and what the FUST project identified as priority objectives. This was for instance highlighted in the case of Chile and the Glacier Retreat project, as well as in Colombia and the SPINCAM III project. In the case of the former, national stakeholders indicated that the priority at the national level was on ice sheet glaciers which represent over 80% of the glaciers in the country, while the project focuses mainly on mountain glaciers. In the case of the later, country representatives had expectations SPINCAM III would focus more on implementation activities at the local level (e.g. additional pilots), which they deemed key for their country.

- The needs and interests of individual activity participants. This was for instance illustrated by the overall positive appreciation of OTGA training course relevance, as expressed by participants interviewed in the framework of this evaluation.
- The development objectives and priorities established by key FUST partners such as the UNESCO as a whole, other United Nations Agencies, or the CCPS. There is a direct link between FUST projects and Sustainable Development Goals (SDGs), Paris Agreement (COP-21) and Sendai Framework for Disaster Risk Reduction despite the fact that most of the projects were developed before the SDGs were officially adopted. For instance, while the OTGA, launched in a pre-SDG era, the project can still be said to be contributing directly to SDG 4, 6 13 and 14 and the outcome of the Paris Agreement (COP-21). Much of the work performed under FUST can



also be said to be of direct relevance to the United Nations Decade of Ocean Science for Sustainable Development (2021-2030) and the United Nations International Decade for Action: Water for Sustainable Development (2018-2028) which is being hosted under the auspices of the UN SDG agenda<sup>13</sup>. FUST projects can also be directly linked additional major international climate agreements such as the Paris Agreement (COP-21) and Sendai Framework for Disaster Risk Reduction.

The evaluation also identified additional evidence supporting the claim that FUST projects are relevant.

- The first of these relates to the level of demand which has been recorded for some of the activities and events being delivered through FUST events, which is generally considered to be high, and in some cases, beyond the original planned capacity. Examples of this include training sessions organized as part of projects such as OTGA and SPINCAM.
- Secondly, the strong levels of co-financing provided by partner countries can also be interpreted as a gauge of relevance. Countries consider FUST activities to be in line with their needs and own agendas, otherwise they would not be co-investing in them at the level which has been identified and described in section 2.3.6 of this report.
- Finally, and more anecdotally perhaps, in cases where FUST projects have conducted satisfaction or feedback surveys after organizing specific events or activities (which is not a widespread practice in the context of FUST), participants tend to show positive appreciation of the usefulness of FUST support given the needs of or host institutions. For instance, in the case of OTGA the following figure presents the feedback provided by course participants on the training Programme. Over 90% of the individuals participating in the last 15 training courses organized by the Academy indicate that the training Programme was “useful for their institute”.

Figure 2 Overview of consolidated feedback results for OTGA training courses (data provided by the OTGA project)



The relevance of FUST projects with regard to UNESCO’s gender equality priority is low. This is in part explained by the fact that FUST does not have a specific focus on gender equality issues. There are some examples of projects which took into account the gender equality dimension, but this is generally only reflected in efforts to ensure a balanced representation of genders in project events and activities. While it cannot be said that FUST (or FUST projects) have sought to make a significant contribution to promote

<sup>13</sup> <https://en.unesco.org/ocean-decade>

gender equality, FUST projects have been mindful of respecting gender equality in the framework of their activities, rules and practices.

The same can be said of the social aspects of FUST, which are relatively limited in project rationales and log frames. However, contrary to gender equality, special attention to social aspects of UNESCO programmes is deliberately identified in the FUST agreement as an intended objective.

It's important to note that while FUST-project relevance remains high, most of the perceptions analysed in the framework of this evaluation on this issue come from public sector stakeholders. This is mostly explained by the fact that the great majority of FUST project partners and direct beneficiaries are public sector actors. As a result of this, the evaluation is not able to assess the relevance of FUST-supported projects and activities from the standpoint of private sector stakeholders. This issue is worth pointing out given the importance of the private sector in the context of some of the issues being addressed by FUST projects such as glacier management (i.e. the importance of private sector mining industry in the Andean Mountains), and Integrated Coastal Management (i.e. the importance of cooperatives and private fishing corporations). While the evaluation did not reveal the existence of any conflict between project objectives and private sector interests, it also did not find any evidence of there having been an analysis of private sector needs and opportunities in the framework of project design.

## 2.2 FUST effectiveness

Given that FUST is not a stand-alone Programme, effectiveness is mostly determined by the extent to which individual supported projects have achieved expected results. In spite of this, and as highlighted in section 1.1 of the report, FUST is said to have a number of implicit high-level 'soft' objectives of its own which can be used to measure overall FUST performance. The effectiveness criteria is thus analysed at a global level in the first two following sub-sections. A more detailed account of project effectiveness is then provided for each of the six projects analysed in detail as part of this evaluation.

Before diving into the analysis of effectiveness, the following section provides a brief quantitative overview of key FUST outputs in terms of the number of projects supported, their type and geographical distribution.

### 2.2.1 FUST outputs in figures: projects and activities supported

According to data provided by UNESCO, since the time of its launching, the fourth phase of FUST has provided funding for a total 18 of large and small-scale projects, which amount to a total Flemish contribution of \$8.09 million USD<sup>14</sup>. Half of these projects are small scale, while the remaining half are large scale. However, large scale projects account for 96% of total funding allocated by FUST.

Specifically, the FUST steering committee and Government of Flanders allocated the bulk of the phase IV funding in May 2014 to the following major projects: OceanTeacher Global Academy (OTGA, 2.6 MUSD), Caribbean Marine Atlas, phase 2 (CMA-2, 0.93 MUSD), Biosphere Reserves as a Tool for Coastal and Island Management in the South-East Pacific region (BRESEP, 1.0 MUSD), Addressing Water Security: Climate impacts and adaptation responses in Africa, Asia and LAC (WATER SECURITY, 0.66 MUSD), Enhancing Natural Hazards Resilience in South America (ENHANS, 0.5 MUSD). In July 2016, the Flemish government granted its approval to the funding of a new IHP project (CLIMWAR, 0.6 MUSD) and the first phase of SPINCAM 3 (0.45 MUSD).

The projects which are the focus of this evaluation (selected and implemented under Phase III and IV) have received about \$6.2M USD in funding. OTGA and BRESEP are at the top of the list when it comes to volume of funding provided (2.6M USD and 1M USD respectively), while MWAR LAC received less than 500k USD in funding. According to the evaluation Terms of Reference, through all phases of the FUST, the Flemish Government transferred over US\$29 million in the last 16 years.

<sup>14</sup> The data provided by UNESCO does not include the "Addressing Water Security" IHP programme which received a total allocation of 459 500\$ USD.- ??

The breakdown phase IV projects by geographical focus is presented in the following table.

*Table 1 Breakdown of FUST Phase IV projects by geographical focus*

	<b>Number of projects</b>	<b>Share of projects (%)</b>	<b>Total FUST allocation</b>	<b>Share of FUST allocation (%)</b>
Africa	3	17%	\$101 634	1%
Global	9	50%	\$4 484 482	55%
Latin America	6	33%	\$3 507 686	43%
<b>Total</b>	<b>18</b>	<b>100%</b>	<b>\$8 093 802</b>	<b>100%</b>

Note: Many of the global projects are conducting activities in Africa.

Historically, the core of FUST projects has covered priority geographical areas in Africa and Latin America. The sample of selected projects for this evaluation as well as the share of total FUST phase IV funding (cf. previous table) illustrate however the importance given by FUST to supporting science in Latin America and the Caribbean.

The following table presents a similar breakdown of FUST projects by implementing unit. Implementing units can generally (i.e. with the exception of field offices) be attached to a UNESCO Programme. This allows to define to what extent supported programmes are in line with the initial terms of the FUST agreement, which indicates support is to be provided to three UNESCO science programmes: MAB, IHP and IOC. The table shows that the great majority of projects and funding are managed by units directly linked to the three priority programmes of the FUST. When projects are managed directly by field offices (e.g. Montevideo), projects are also linked to one of the priority programmes. The only outliers are the two projects (\$44k USD) managed by the PCB unit which is not directly linked to the priority programmes specified in the agreement.

*Table 2 Breakdown of FUST Phase IV projects by implementing unit*

<b>Implementing unit</b>	<b>Total funding</b>	<b>Share of funding (%)</b>	<b>Number projects</b>	<b>Share of projects (%)</b>
Ecological and Earth Sciences (EES- Part of Man and Biosphere Programme)	\$1 034 290	12,8%	1	6%
Division of Water Sciences (HYD - part of IHP)	\$1 793 192	22,2%	4	22%
Intergovernmental Oceanic Commission (IOC)	\$4 670 686	57,7%	8	44%
Montevideo Field Office	\$500 000	6,2%	1	6%
Nairobi Field Office	\$35 257	0,4%	1	6%
Science Policy and Capacity Building (PCB)	\$ 44 000	0,5%	2	11%
Water Information Network (WIN - part of IHP)	\$16 377	0,2%	1	6%
<b>Total</b>	<b>\$8 093 802</b>	<b>100%</b>	<b>18</b>	<b>100%</b>

Given that the FUST had no pre-defined ambitions in terms of the number or types of projects it sought to support, the distribution of support among eligible programmes, or of the geographical spread of these projects; no conclusion can be drawn regarding the extent to which the FUST has successfully managed to reach objectives at this level. None of the interviewed stakeholders however expressed concern regarding the overall balances (e.g. geographical, Programme, thematic) as reflected in the general FUST project portfolio.

It's worth highlighting that the focus of FUST phase IV is mainly on 'concrete projects in the field of science', while other activity-types specified in the receive more limited support (e.g. secondment of experts; financing consultants for project preparation and evaluation; research projects as follow-up activities under the FUST, and to be implemented by trainees at Flemish institutions returning to their home country).

### 2.2.2 *Achievement of FUST-level goals and ambitions*

The FUST under its fourth phase of operation can be said to be very effective to the extent that it's fulfilling most of the objectives (explicit or implicit) it sets out to achieve. It also appears to be satisfying most of the expectations expressed by both the UNESCO and the Government of Flanders, which underpin their involvement in this mutual cooperation agreement (cf. section 1.1).

#### 2.2.2.1 *Promoting of UNESCO – Flanders cooperation in the field of science*

FUST is **fully fulfilling its role as the instrument through which the Government of Flanders provides support to UNESCO in implementing its agenda in the field of science**, particularly when it comes to the three programmes identified in the agreement. As will be explained in further sections of this report (cf. section 2.3.2), given its nature, management scheme, internal dynamics and procedures, FUST is considered to be an effective vehicle to promote cooperation and develop a sound partnership between UNESCO and the GoF.

Further to this, FUST has also allowed to continue to **consolidate and strengthen the long-standing collaboration**, which is now underpinned by a solid portfolio of projects both short and long-term in nature; as well as enable the channeling of support, mostly financial in nature (i.e. extra-budgetary), for the implementation of UNESCO programmes in the field of science. All of these global positive results are supported by an overall global positive perception and high level of gratitude expressed on behalf of interviewed beneficiaries.

#### 2.2.2.2 *Other key results achieved by the FUST*

Additional positive results linked to the implementation of the fourth phase of the FUST include:

- **Strengthened visibility of UNESCO and UNESCO programmes:** through the implementation of FUST-funded projects, UNESCO (and the respective science programmes supported by FUST) has been able to increase their visibility in the field (i.e. outside of Paris headquarters). Interviewed beneficiaries and stakeholders were all fully aware of the fact that they were collaborating in the framework of UNESCO-sponsored initiative. The UNESCO logo is also fully visible and systematically included in FUST-project publications and communications. In some cases, visibility has been accompanied by an increased capacity to raise external funds and support for project delivery from third parties; as well as an increased recognition of UNESCO as a thought leader in the fields addressed by FUST projects.
- **Strengthened visibility of the Flemish region:** The GoF and the Flemish region are also front and centre when it comes to the promotion and visibility of FUST projects. Stakeholders and beneficiaries are also very much aware of the fact that projects are being supported and financed thanks to the support of the GoF. This level of visibility and exposure – particularly at the scale of a European region – is quite exceptional. According to some of the interviewed stakeholders, FUST also allows to shed light on the specificities (e.g. social, institutional, historical) of the Flemish Region, within the community of FUST stakeholders internationally.

- **Developing inter-Programme collaboration within UNESCO's natural science sector, as well as collaboration with third-party programmes and initiatives:** There are several examples of collaborations being developed across the three programmes supported under FUST, in the framework of specific projects. This has mainly allowed for the implementation of joint capacity building activities and the sharing of data and indicators across projects. Examples include:
  - IOC and MAB worked together in the framework of the BRESEP/SPINCAM projects exchanging information and data which complemented their respective activities. According to one MAB representative, this type of collaboration was facilitated by FUST, and is not something that would have necessarily taken place without the support it provides. Both projects published a common leaflet showcasing the results of their collaboration<sup>15</sup>. The use of BRESEP-supported biospheres as SPINCAM pilot regions could have further allowed for cross-fertilization between both projects. This would have also allowed to strengthen the coastal area management dimension of BRESEP which is low.
  - OTGA is now hosting courses for third-programmes (i.e. not only IODE), particularly under the IOC. Training material on Tsunami responses developed in the framework of the Tsunami Programme is an example of this<sup>16</sup>, but also the Harmful Algal Bloom (HAB), Marine Spatial Planning (including the SPINCAM project). OTGA has also developed long term relationships with other (i.e. non-UNESCO / UN) agencies and projects including NGO's including POGO/AWI centre of excellence, Eumetsat, and Copernicus.
  - IHP projects have also developed formal links with other FUST-funded programmes. For instance, IHP in cooperation with MAB organized the inception meeting of the Glacier Melt project, and the project was designed in collaboration with the MAB programme. It's also worth noting that IHP FUST projects have allowed to develop synergies with other donor-funded activities such as in the case of IHP and the UNESCO Malaysian Trust Fund, builds on the work conducted in the framework of FUST.

#### 2.2.2.3 Promoting collaboration with the Flemish scientific community

The promotion of international cooperation between FUST beneficiaries (and other science institutions), and their Flemish counterparts has been lower than expected. While the analysis of the FUST project portfolio reveals the existence of some cases where cooperation with Flemish institutions has been established, these cases tend to be relatively rare – especially in the more recent years of FUST project implementation.

This said, there are noteworthy cases of cooperation being established with Flemish institutions including:

- The University of Ghent was involved in several of the activities and projects implemented as part of the MWAR-LAC project (e.g. Soil and Water management of deficit irrigation production systems in the Bolivian Altiplano and conservation of soil and water in Ades countries, & Latin American School for Soil Physics)
- Flanders Marine Institute (VLIZ) has been closely involved in the FUST, and seats on its steering committee
- Several Flemish trainers have participated in the design and delivery of OTGA courses. The University of Ghent was also involved in the delivery of at least two training courses.
- The BRESEP project is supporting the Ph.D. research of a Flemish student, who is studying the socio-economic effects of community-based conservation initiatives on local populations, in and around UNESCO biosphere reserves in Latin America's south-east Pacific region. This research will focus on the ongoing UNESCO BRESEP project and, more specifically, the recently

<sup>15</sup> <http://unesdoc.unesco.org/images/0026/002631/263150m.pdf>

<sup>16</sup> <https://classroom.oceanteacher.org/tag/index.php?tag=Tsunami>

nominated ‘Bosques de Paz’ Transboundary Biosphere Reserve situated at the border of Ecuador and Peru. The researcher is conducting his Ph.D. study at the Institute for Environment and Sustainable Development (IMDO) of the University of Antwerp, Belgium.

In addition to these project-specific examples of cooperation with Flemish institutions, specific events aimed at showcasing the results of FUST and linking the FUST community of stakeholders with the Flemish scientific community, have been organized. The FUST Oceans event organized in May 2018 is a very good example of this. The event provided a unique opportunity to present FUST activities to a wider audience of Flemish actors, many of which expressed interest in FUST activities (and vice-versa). The event also allowed to present programmes and funding schemes supported by the GoF, which may also present good avenues for supporting cooperation between both communities. The results of this event clearly highlighted the relevance of promoting cooperation between Flanders and FUST beneficiaries in the field of ocean protection and resource management. IHP has also organized several meetings to strengthen the involvement of Flemish partners in its projects and set the scene for collaboration with the Flemish research community. This includes the meeting in Ghent organized by the University of Ghent in 2013 and 2015, and the MWAR-LAC closure meeting, organized in Brussels in March 2016.

It’s important to highlight however, that while developing cooperation with Flemish organizations and supporting the internationalization is a formal GoF expectation vis à vis the FUST<sup>17</sup>, Flemish organizations are not eligible to receive financial support through FUST projects. Participation and involvement in FUST activities is mostly promoted through the support of FUST representatives (i.e. GoF or UNESCO project officers), through their own networks.

#### 2.2.2.4 Promoting other UNESCO priorities: gender, Africa, SIDS

As explained in the relevance chapter of this report (cf. section 2.1), the relevance of FUST activities with regard to UNESCO’s gender equality priority is low. FUST and the projects it supports don’t have a specific focus on gender equality issues. The FUST was not designed to address gender-specific issues or challenges. As a result, specific outputs (and outcomes) indicating that FUST has contributed to promoting gender equality are limited. Examples mostly refer to the use of gender criteria for activity selection purposes (e.g. OTGA training courses). As a result of this, while it cannot be said that FUST (or FUST projects) made a significant contribution to promote gender equality, it has been mindful of respecting gender equality in the framework of their activities, rules and practices.

The same can be said of the social aspects of FUST which are relatively limited in project rationales and log frames. The evaluation has identified some cases where social spill-overs have been generated as a result of FUST interventions, but these remain limited. Perhaps the most explicit instance is the work conducted in the framework of the BRESEP project to updated biosphere zoning and management practices (i.e. which include a strong participatory dimension); as well as the work conducted in the framework of SPINCAM pilot regions with local communities.

FUST has contributed to UNESCO geographical priorities. This is mainly illustrated by the activities implemented with a specific focus on Africa and SIDS. Examples of this include the Caribbean Marine Atlas, ODINAFRICA project, the emphasis set by the Water Security Project on capacity building and training in Africa (e.g. regional workshop at the Centre Regional AGRHYMET in Niamey, Niger, on climate change risks, vulnerability assessment and early warning for Africa). However, support to Africa and SIDS appears to be the product of opportunity rather than of a pro-active effort to support these priority regions. This said, it’s worth mentioning that the FUST steering committee did consider a number of projects directly addressed at supporting activities in Africa (e.g. FETWATER III and ODINAFRICA V). However, these projects were not selected for funding. The lack of stronger support to Africa is thus more accidental than intentional.

<sup>17</sup> The agreement specifically states that “priority will be given to such activities that represent a true partnership between UNESCO, Flemish institutions and beneficiary countries”.



While FUST's current focus on Latin America and Caribbean is only partially in line with UNESCO priorities for Africa and SIDS; it is in line with the recommendations made by the previous (i.e. phase III evaluation)<sup>18</sup>.

### 2.2.3 FUST project effectiveness

The following section provides a more detailed overview of project performance. It provides an overall assessment of the extent to which the six selected projects have been able to reach to their expected objectives (e.g. output, outcome, impact). It is important to note that the evaluation team's ability to produce this assessment has been hampered by:

- The fact that individual performance frameworks are built differently across different projects (e.g. outputs and outcomes are not always interpreted in the same manner)
- The lack of a more systematic use of baseline data and target values
- Missing monitoring and reporting data and information regarding project KPIs as defined in project documents<sup>19</sup>.

#### 2.2.3.1 Achieved outputs

The range of FUST projects has led to the delivery of a very wide spectrum of outputs, which tend to be in line with original project plans. The following table makes a broad categorization of project achieved output, and provides some illustrative examples.

Table 3 Overview of project outputs

Output type	Examples of outputs
<b>Pilot regions (projects) and supported biosphere reserves</b>	<ul style="list-style-type: none"> <li>• BRESEP <ul style="list-style-type: none"> <li>– New and updated biosphere reserves developed across all participating countries, including the <i>Bosques de Paz</i> Transboundary Biosphere Reserve between Ecuador and Peru</li> </ul> </li> <li>• SPINCAM <ul style="list-style-type: none"> <li>– In each participating country, local pilot cases were developed through the identification of the most representative actors and socio-economic players that define the potential of the local ecosystem as a basis for sustainable development and blue growth</li> </ul> </li> <li>• MWAR LAC <ul style="list-style-type: none"> <li>– Huasco Pilot Watershed (Chile)</li> </ul> </li> </ul>
<b>Papers, booklets, meeting proceedings</b>	<p>FUST projects have produced numerous publications which range from booklets, to meeting proceedings and academic papers. Examples include:</p> <ul style="list-style-type: none"> <li>• The outcomes of the collaboration between BRESEP and SPINCAM on the south pacific coast of Latin America (BRESEP &amp; SPINCAM)</li> <li>• The accomplishment report for the MWAR-LAC project</li> <li>• The background paper for the impact of Glacier Retreat in the Andes project (Glacier Retreat)</li> <li>• Paper on Marine Coastal Indicators (SPINCAM)</li> <li>• The OTGA promotional booklet</li> <li>• Glacier Mass Balance manual (Glacier Retreat)</li> <li>• Manual for water and soil fertilization application in quinoa production systems (MWAR-LAC)</li> <li>• Local experiences in Integrated Coastal Management (SPINCAM)</li> </ul>

<sup>18</sup> The previous evaluators' recommendations to shift the focus of FUST to Latin American are unexplained in the evaluation report. When asked about the reasons leading to this recommendation, interviewees of this evaluation were not able to provide further information / explanations.

<sup>19</sup> Project documents refer to the documents which are formally approved by the FUST steering committee and introduced into UNESCO's project tracking system. They generally include a detailed overview of the objectives, performance frameworks, and management / timetable for the projects.

	<ul style="list-style-type: none"> <li>• The Climate Risk Informed Decision Analysis (Water Security)</li> </ul> <p>These publications are generally available on-line.</p>
<b>Training and capacity building activities, learning platforms and training centres</b>	<p>Given that capacity building is one of the main components of FUST projects, there have been a significant number of activities and outputs generated in this field.</p> <ul style="list-style-type: none"> <li>• Glacier Retreat <ul style="list-style-type: none"> <li>– Science Policy Workshop on global change impacts on snow, glaciers and water resources</li> <li>– Symposium and professional training on Andean Hydrology</li> <li>– Climate school on Andean Climate Variability and Change</li> <li>– Filed course on glacier monitoring and mass balance</li> </ul> </li> <li>• MWAR-LAC <ul style="list-style-type: none"> <li>– Workshop ‘development of a near term climate scenarios for vulnerable watersheds to climatic variability at the interannual decadal and climate change time scales’</li> <li>– Training sessions on drought observatories in Peru</li> <li>– Workshop on the use of the Flood and Drought Monitor</li> <li>– International symposium on drought management tools</li> <li>– Latin American School of Soil Physics</li> <li>– Groundwater Drought Management training in Santiago</li> </ul> </li> <li>• OTGA <ul style="list-style-type: none"> <li>– Learning management system, i.e., the OceanTeacher e-Learning Platform</li> <li>– Development of Regional Training Centres network</li> <li>– Organization of 36 OTGA courses between January 2015 and March 2018</li> <li>– Certification of OTGA as a learning services provides ISO 29990</li> </ul> </li> <li>• SPINCAM reports over 25 capacity building activities such as <ul style="list-style-type: none"> <li>– IX course on geographical information systems</li> <li>– Ocean Data Portal</li> <li>– Technical workshop on indicators</li> <li>– Technical workshop on data and visualization tools</li> <li>– Training course on development and management of e-repositories</li> <li>– University Summer course on planning and managing the coast the ocean of the future</li> <li>– University expert courses on GIS tools and internet to support ICAM MSP and public participation</li> <li>– Training course on coastal atlases and smart atlas</li> </ul> </li> <li>• Water Security <ul style="list-style-type: none"> <li>– Water harvesting workshop in Latin America (2016) and in Africa (2018)</li> <li>– Regional workshop on Climate Change risk, Vulnerability Assessment and Early Warning, Africa 2017</li> <li>– Workshop on “Building Resilience to Climate Change Risk and Vulnerability to Meet Water Security Challenges” 10 to 11 July 2017 in Langkawi, Malaysia</li> <li>– Workshop on Citizen Science, Ethiopia 2017, Chile, 2018</li> <li>– Assessment and Early Warning for Africa</li> </ul> </li> <li>• BRESEP <ul style="list-style-type: none"> <li>– Technical Workshop on Ecosystem Management and Planning for Protected Marine and Coastal Areas (BRESEP-SPINCAM)</li> <li>– Biosphere Reserves’ Products and Services, tools to improve living conditions</li> <li>– Seminar on sustainable development in biosphere reserves: sources of project finance in the IberoMAB Network</li> <li>– Binational Workshop Colombia – Panama: biosphere reserves as a tool for sustainable development on the Pacific coast</li> <li>– International Workshop on Lessons Learned and Good Practices in Wildfires in Biosphere Reserves</li> <li>– 4th UNESCO Training Course on Island and Coastal Biosphere Reserves</li> </ul> </li> </ul>
<b>Databases and on-line platforms</b>	<ul style="list-style-type: none"> <li>• Glacier Retreat</li> </ul>



	<ul style="list-style-type: none"> <li>- On-line glacier to streamflow contribution portal</li> <li>- The Andean Glacier and Water Atlas (Glacier Retreat)</li> <li>• MWAR LAC <ul style="list-style-type: none"> <li>- Latin American and Caribbean Drought Atlas</li> <li>- National drought observatories Chile, Peru</li> <li>- Latin American Flood and drought monitor</li> <li>- Dryland expert database</li> </ul> </li> <li>• Water security <ul style="list-style-type: none"> <li>- Knowledge Forum on Water Security</li> </ul> </li> <li>• OTGA <ul style="list-style-type: none"> <li>- Alumni system of former course participants</li> </ul> </li> <li>• SPINCAM <ul style="list-style-type: none"> <li>- SPINCAM regional atlas</li> </ul> </li> </ul>
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### 2.2.3.2 Achieved outcomes

The outputs listed in the previous section have directly contributed to the achievement of several valuable (but often non-quantifiable) outcomes<sup>20</sup>, including:

- **The development of communities of policy practitioners and natural resource managers** from different countries which enables the exchange of ideas and good practices, and facilitate the buy-in from elected officials and policy makers at the national level. The longstanding existence of the FUST has facilitated the creation of networks of actors, which in some cases, have allowed to ensure continuity in the work conducted at the local level, despite the recurrent changes in governments and administration in beneficiary countries. The SPINCAM project which is now implementing its third phase is perhaps the clearest illustration of this result.
- **Facilitated south-south cooperation and collaboration:** linked to the previous point is the fact that several FUST projects have enabled to promote south-south cooperation and dialogue. Examples of this include:
  - OTGA (IOC) where different training centres share training courses and trainers to deliver courses;
  - The Water Security project which has developed the Knowledge Forum on Water Security (IHP) which has allowed to share and showcase the lessons drawn from the work conducted as part of the MWAR-LAC project in Latin America, with other regions of the world (e.g. Africa). Through the G-WADI Programme, the Water Security Project also replicated initiatives in Latin America and Africa on water harvesting, and organized effective south-south cooperation, by training African partners on the methodology of the Latin American Drought Atlas, developed by the UNESCO Category 2-Centre CAZALAC in Chile.
- **The institutionalization of indicators and data generated through FUST projects:** Examples like the Integrated Information System in Ecuador and their use of SPINCAM-related indicators, illustrate the fact that in many FUST beneficiary countries, there has been a formal uptake of FUST-generated indicators and data in national statistical databases and repositories. The MWAR-LAC project achieved the institutionalization of national drought Observatories in Chile and Peru, that are now run by the Government.
- **The existence of more data and indicators has also led to a better understanding and knowledge of the situation in FUST beneficiary countries and regions** when it comes to ocean and water resource management. Thanks to the information generated through FUST projects, it is now more likely local stakeholders will be able to conduct state-of-the-art

<sup>20</sup> Not all of these outcomes are reflected in project documents and performance frameworks. In other words, they are not all officially 'intended outcomes'.

assessments that were impossible to carry out before. This type of assessment and diagnosis is generally key to developing resource management schemes and informing policy decisions. Examples of this include the information contained in the SPINCAM Atlas, or MWAR LAC's Latin American and Caribbean Drought Atlas.

- **Awareness raising among local decision makers and policy practitioners** regarding the importance of FUST-addressed issues: the example of the impact of the Glacier Melt project on the level of awareness within the Chilean policy-making community is particularly illustrative of this point. In this case the information drawn from the project was shared with members of the highest levels of government (e.g. former President Bachelet).
- **The existence of more and better trained marine data and information managers and practitioners**, thanks to the work conducted mainly by OTGA. In addition, almost all additional projects have delivered activities aimed at improving natural resource management capacities (e.g. Science Policy workshop on the global change impacts on snow, glaciers and water resources – Glacier Melt -; or the Latin American School of Soil Physics – MWAR-LAC).
- **More systemic and inclusive biosphere reserve management and zoning approaches** in biospheres supported through the BRESEP project; in line with the criteria included in UNESCO's Statutory Framework for Biosphere Reserves. In addition, innovative examples of biosphere reserves management approaches have also been developed such as the *Bosques de Paz* Transboundary Biosphere reserve between Ecuador and Peru<sup>21</sup>.
- **The development of ad-hoc collaborations between research institutions** in light of developing of FUST products. The MWARL-LAC project for instance hosted a number of collaborations with and among actors such as the Princeton University, Columbia University, Imperial College of London and the University of Birmingham.

This said, there is very little quantitative evidence which accounts for the extent to which FUST projects have managed to generate expected outcomes. This is partly due to the fact that some projects are still-in progress or have been recently concluded, which does not leave an enough time for outcomes to materialize. Most importantly however, this is due to the lack of better-defined outcome indicators and related monitoring and tracking techniques / methods to measure progress achieved. Projects are generally good at defining the longer-term changes they wish to achieve, but say little about how they intend to achieve that change and measure it / determine success. For example, projects have not always taken measures to assess the extent to which data and evidence they are generating (e.g. indicator databases) is being used to improve natural resource management through, for instance, the introduction of evidence-based policies. The same applies to the issue of whether training / capacity building activities delivered through FUST activities are leading to improved natural resource management and increased human and institutional capacities in the broader sense of the term.

## 2.3 FUST efficiency

### 2.3.1 FUST-level governance and steering

Article 3 of the Agreement on the UNESCO/Flanders Trust Fund establishes the existence of a Steering Committee which is the main body in charge of overseeing and steering the FUST. The FUST steering committee meets in principle twice a year, unless, due to intense communication between UNESCO/Bureau for Strategic Planning (BSP) and the GoF, there is no pressing need for a physical meeting. The Steering Committee is composed of a representative of the Natural Science Sector, a representative from IOC, a representative from the Bureau of Strategic Planning, a representative from the Flemish department of Economy, Science and Innovation and a representative of the Flemish Department of Foreign Affairs. In addition to these members, the FUST Steering Committee can invite relevant experts.

<sup>21</sup>[http://www.unesco.org/new/es/natural-sciences/about-us/single-view/news/bosques\\_de\\_paz\\_transboundary\\_biosphere\\_reserve\\_ecuador\\_and/](http://www.unesco.org/new/es/natural-sciences/about-us/single-view/news/bosques_de_paz_transboundary_biosphere_reserve_ecuador_and/)

The steering committee has an advisory role in the review of project proposals submitted for financial support, and reviews progress of on-going projects. It is also responsible for monitoring the overall FUST implementation. FUST steering committee members also participate to steering committees and oversight bodies of individual projects.<sup>22</sup>

Based on the analysis of steering committee meeting minutes as well as the interviews conducted in the framework of the evaluation, the steering committee appears to be fulfilling its role and duties as per the mandate it's given by the FUST Agreement. Perhaps the only minor divergence relates to the frequency of the meetings, which appear to be taking place on an annual basis rather than twice a year<sup>23</sup>. This however does not seem to be negatively impacting the committee's capacity to adequately steer or oversee the FUST.

Within the broader context of UNESCO, FUST is managed and overseen by a number of individuals. The general management and monitoring of FUST is carried out by the UNESCO Bureau of Strategic Planning, which is in charge of managing external donor relations. The Bureau of Strategic Planning is responsible for organizing steering committee meetings, managing funding requests, overseeing the project selection process along with the FUST steering committee, and monitoring and evaluating the FUST and its programmes. The programmes under which FUST projects are implemented are under the direct supervision of the Natural Sciences Sector (MAB and IHP), as well as of the IOC. In the case of the latter, one project is managed from IOC located at UNESCO headquarters (i.e. SPINCAM), while the other (i.e. OTGA) is managed from the IOC's IODE Project Office which is co-located with the Flanders Marine Institute (VLIZ) in Ostend, Belgium. Within these divisions of UNESCO, each project is supervised by a project officer who is responsible for the day to day management of the projects; including managing partners, funds and conducting regular reporting (cf. section 2.3.4).

The general perception of the FUST general management and governance schemes is positive. The FUST is considered to be run efficiently thanks to a fairly lean and flexible management and governance structure. Some of the key attributes of this model are:

- **The direct and pro-active involvement of donor (i.e. GoF) representatives in the steering committee of FUST**, as well as in the steering committee of FUST-supported projects. This allows creating a very high level of proximity between the donor, the Bureau of Strategic Planning, and the programmes benefiting from the support of FUST. This proximity enables to better channel information and communication between all stakeholders involved, as well as to ensure that all activities are in line with original expectations on the side of the Government of Flanders and UNESCO. As will be illustrated in the following sections, such an active participation of the donor in the SC is one of the key distinguishing characteristics of the FUST.
- **The Steering Committee (SC) format also enables to exchange information and facilitate interaction between the different programmes and projects being supported.** This is seen to enable conditions for more information to be exchanged between these programmes / projects.

While the governance and management set-up of the FUST has yielded positive results and is viewed favorably, there may be room for minor improvement when it comes to the monitoring and reporting practices set in place by the SC; as well with regard to the level of 'openness' of the SC itself.

With regard to the former, the evaluation has revealed that while projects are regularly reporting on progress to the FUST SC, their programme oversight instances and UNESCO (i.e. SISTER); there is no centralized and standardized monitoring of project KPIs at the activity / output, outcome or impact level. As such the SC relies mainly on the progress and activity reports provided by individual projects, which vary considerably in their format and the depth of information provided. In spite of this, there is

<sup>22</sup> Source: UNESCO FUST website: <http://fust.iode.org/members>

<sup>23</sup> 23<sup>rd</sup> meeting, at 5 June 2014; 24<sup>th</sup>, 26 March 2015; 25<sup>th</sup>, 14 September 2016; and 26<sup>th</sup>, 30 October 2017

a strong level of information exchange and communication which takes place within the FUST SC, as well as within individual project SCs.

With regard to the latter (i.e. level of ‘openness’ of the SC), participation in the SC is mainly limited to the GoF (donor), UNESCO (main beneficiary of FUST funds), and representatives of the programmes receiving support through FUST (MAB, IOC and IHP). While it can be seen as natural to include the first line of FUST beneficiaries in the main FUST steering body, this does create the risk of creating a SC with an inherently positive bias towards the work it oversees.

### 2.3.2 *The FUST model for UNESCO trust funds and cooperation with donors*

The FUST model for cooperation between UNESCO and the GoF donor is considered to be a good practice by interviewed stakeholders. UNESCO representatives, as well as GoF representatives have expressed their satisfaction with the current *modus operandi* of the FUST, as well as their wish to see this relationship continue under similar conditions.

While a full comparison between the FUST model of cooperation between UNESCO and the GoF and other similar instruments of cooperation with donors is not within the scope of this evaluation, some of the main attributes of the ‘FUST model’ identified include:

- **The balance** FUST has managed to reach **between the flexibility** to support a broad range of activities and projects **and, the use of a specific focus** on science for management of natural resources. This (very) soft earmarking mechanism delicately allows to steer FUST projects towards a certain thematic field of action, without it been considered to be a top-down approach to priority setting on behalf of the donor.
- The possibilities it creates for **direct interaction between the donor and UNESCO** (and UNESCO programmes), without this necessarily meaning that the donor oversteps its role and responsibilities. Indeed, while FUST enables the GoF to directly participate in the oversight of the FUST and many of the project it supports, at no point was the FUST considered to be donor driven. The involvement of GoF representatives is seen as an attribute of the FUST, rather than as a burden, on behalf of FUST stakeholders.
- The **continuity** it has given to many of the actions and projects which have been supported. Examples of longstanding projects include initiatives such as SPINCAM and OTGA which have benefitted from FUST funding over several phases. The benefit of continuity mainly lies in the fact that actions and projects can be pursued over the long term, on the basis of stability of funding. This has the added value of being able to generate deeper and more long-lasting results, compared to ‘one-shot’ type initiatives.

Based on these attributes, in the framework of FUST the GoF is often times referred to as a partner of UNESCO and the programmes it supports, rather than as a simple donor. The proximity between the GoF and FUST projects and activities is a true hallmark of this cooperation agreement.

### 2.3.3 *Project-level governance and steering*

In addition to the FUST steering committee, the individual projects analysed as part of this evaluation have also established steering or expert/ advisory groups<sup>24</sup>. While officially projects are not under the obligation to establish their own steering groups under FUST rules<sup>25</sup>, doing so has the potential of improving their effectiveness and efficiency. This is particularly true for large-scale, complex or multi-year projects. The added value of project level steering groups is that they allow to oversee the work Programme and results achieved by projects, identify pitfalls (real and potential) and take corrective

<sup>24</sup> The composition, frequency of meetings, and nature of the roles and responsibilities of these tend to vary across the projects. In some cases, these groups play a genuine oversight and project management role, while in other cases, they tend to provide a more technical input into project activities.

<sup>25</sup> Some UNESCO programmes such as the IODE do require this.

actions if necessary. They can also act as a source of support and inspiration of project officers in charge of delivering and managing projects on a day to day basis.

In the particular case of FUST projects, steering groups have played a key role in the development of two previously-mentioned results of the FUST: the development of regional and international communities of practice, and the promotion of south-south cooperation. The evaluation team was able to observe the working dynamics of the steering groups of OTGA, BRESEP and SPINCAM<sup>26</sup> and get a first-hand feel for the type of information being shared, as well as the value of these meetings from a project management perspective. Steering group members (i.e. beneficiary country representatives) also highlighted the importance and value of being able to see and meet with their peers in the framework of meetings. The frequent use of the term ‘SPINCAM family’ when referring to the members of the SPINCAM project’s partnership and network is illustrative of this phenomenon.

However, before proceeding to install their own steering groups, FUST projects must first identify the particular role they are going to play and the value they are going to generate, considering the existence of multiple additional layers of supervision they may be subject to. FUST projects are indeed by nature, subject to several levels of oversight: whether it’s at the Programme level (e.g. Programme executive boards), FUST level (e.g. FUST steering committee), or national level (e.g. national Programme committees); FUST projects generally have several instances they need to report to. As a result of this, project-level steering groups should not duplicate the steering or supervision which is already carried out by other instances, but should instead add value to the work of projects on the basis of their specific needs. The creation of a space for beneficiaries to interact and exchange information is an example of this.

Based on the above, one of the key roles of project-level steering groups which currently does not appear to be fully fulfilled, is the provision of external / independent / and objective feedback and views of the work being performed by projects. This limitation mainly stems from the fact that steering groups are composed in their majority of direct project beneficiaries. In the case of SPINCAM for instance, SC members are representatives of Members States receiving support from UNESCO (i.e. national focal points), while in the case of OTGA, the SC is mainly composed of RTC representatives<sup>27</sup>. The absence of any private sector representatives in project steering is particularly striking, especially given the importance of private sector stakeholders in many of the issues being addressed by FUST. While project representatives do acknowledge that this is a reality, some of them did mention that many attempts they conducted to invite external stakeholders to SCs were unsuccessful<sup>28</sup>.

#### 2.3.4 *Project-level management*

Based on the analysis of the six selected projects, the management and day-to-day supervision of FUST projects falls under the responsibility of a designated project officer or project manager. In general, these individuals are directly attached and report to the UNESCO unit in charge of implementing the Programme receiving support from FUST. In some cases, project managers are in house staff members of UNESCO, while in other cases they are secondments from third party institutions to UNESCO. Project managers are usually in charge of managing a range of projects and activities in addition to the FUST projects they oversee. No data is available on the share of the time spent by projects managers on the management and coordination FUST projects. From a qualitative perspective however, the time and resources dedicated to project management appear to be in line with the dimension of the projects and their overall objectives. Additional time and resources could be dedicated to project monitoring and reporting as will be explained in the following sections. The views expressed by project beneficiaries (i.e. country representatives) regarding the quality of the work and the availability of project managers is in general very positive. Project managers are generally considered to be very much involved and

<sup>26</sup> During the FUST OCEAN event held in Brussels in May 2018.

<sup>27</sup> It’s important to mention that in many cases, these Members States and RTCs are also providing financial support for the work performed in the framework of the projects.

<sup>28</sup> A SPINCAM representative indicated for instance that many of the organizations they invited to follow the project as an observer declined to do so.

committed to making projects successful, available to speak and interact with local actors when necessary, and knowledgeable of the subjects and topics the projects are addressing.

The extent to which projects have been able to deliver results in a timely manner, and according to the original timetables varies from one project to another. The following table presents, for all projects funded under phase IV) the rate of consumption of project budgets, as well as the level of completion.

*Table 4 Level of completion and consumption of allocated budgets for projects selected under Phase IV of the FUST*

<b>Project name</b>	<b>Date of approval</b>	<b>Date of validity of budget</b>	<b>Date of completion</b>	<b>Approved budget</b>	<b>% budget consumed</b>
Enhancing Natural Hazards resilience in South America (ENHANS)	06/11/2014	01/01/2018	31/12/2017 - Completed	\$ 500 000	99,91
Biosphere Reserves as a Tool for Coastal and Island Management in the South-East Pacific Region (BRESEP)	01/07/2014	31/12/2018	On-going	\$ 1 034 290	92,00
Addressing water security: climate impacts and adaptation responses in Africa, Asia and LAC	19/05/2014	31/12/2018	On-going	\$ 661 896	73,21
The impact of glacier retreat in the Andes: International Multidisciplinary Network for Adaptation Strategies (funded under FUST Phase III)	15/02/2012	31/12/2018	Completed – postprocessing some outcome still on-going	\$ 440 000	87,34
Needs assessment for Climate Services for improved Water Resources Management in vulnerable regions to Southern Africa	18/11/2016	31/12/2018	On-going	\$50 000	74,01
Enhancing Climate Services for Improved Water Resources Management in Vulnerable Regions to Climate Change: Case studies from Africa and Latin America and the Caribbean	16/11/2017	13/11/2020	On-going	\$641 296	17,00
DIPS-4-Ocean Assessments: Development of Information Products and Services based on OBIS and HAEDAT to support the WOA, IPBES and a Global HAB Status Report	09/05/2014	31/12/2019	On-going	\$ 449 900	65,15
PRE-SPINCAM3: Preparatory work in view of the launching of SPINCAM III Project and coordination with other FUST Projects in the LAC region	27/10/2016	01/01/2018	On-going	\$ 48 956	89,38
The OceanTeacher Global Academy	09/05/2014	30/06/2019	On-going	\$ 2 574 090	63,68
Caribbean Marine Atlas Phase 2 (CMA2)	19/05/2014	30/06/2019	On-going	\$ 935 440	72,58
SPINCAM 3 (Phase I) - An integrative approach for coastal and marine ecosystems towards a sustainable blue growth	26/08/2016	30/04/2019	On-going	\$ 549 000	73,53
UNESCO Science Report 2015 - The Executive Summary	15/07/2015	30/09/2016	11/01/2017 - Completed	\$ 22 000	99,78



Ocean Sustainability in the Twenty-first Century: A Book	01/07/2014	30/09/2016	30/03/2016 - Completed	\$22 000	93,02
Review and consolidation of ODINAFRICA services and products 1989-2014 (ODINAFRICA-Connect).	01/10/2014	03/11/2017	13/01/2017 - Completed	\$ 35 257	72,27
World Ocean Day 2015	27/05/2015	18/10/2016	30/09/2015 - Completed	\$27 500	80,98
MSP2017 - 2nd International Conference on Marine Spatial Planning	27/10/2016	31/12/2017	30/06/2017 - Completed	\$ 42 900	97,02
FETWater Phase III - A Preparatory meeting	23/05/2014	18/10/2016	08/07/2016 - Completed	\$ 16 377	74,42
SPINCAMII	2012	2016	Completed	\$880 000	100

Source: UNESCO data extracted from the SISTER database until May 2018



The key messages drawn from the analysis of this table are:

- All projects which were expected to end by 2016 /2017 are now complete<sup>29</sup>. None of these projects report a budgetary overrun. As a matter of fact, all of these projects were completed under budget.
- The majority of phase IV projects are still on-going. Most of these are expected to end in December 2018 but some have been extended into 2019 without extra cost. None of these projects report any budgetary overruns. Budget consumption levels are generally around 70%, which seems to be in line with their expected completion dates (i.e. capacity to consume 30% of remaining resources over the last 6/7 months appears to be reasonable).

This said, the analysis of Steering Committee meetings has revealed that the requests for no-cost time extensions among FUST projects is fairly common practice. Projects which have requested such extensions include the IOC (recruitment of a post doc expert, meeting 24<sup>th</sup>), BRESEP project (meetings 25<sup>th</sup> and 26<sup>th</sup>), Water Security (meeting 25<sup>th</sup>), and the Glacier Retreat project (meetings 25<sup>th</sup> and 26<sup>th</sup>). Time extension requests are generally the result of the difficulties projects encountered in delivering their work programmes, mainly due to the existence of unforeseen external constraints. In the case of BRESEP, launching the project proved to be quite difficult due to a number of unforeseen natural events which happened in the region. The project also experienced significant difficulties transferring funds to beneficiary countries. In some cases it may be the result of unforeseen additional funding (financial or in-kind) opportunities that enable additional activities or spin-offs beyond the planned ending date.

Project monitoring and reporting activities and procedures do not always allow to develop a full and precise understanding of where projects stand in light of their original expected results. Reporting in many cases tended to be more of a descriptive narrative rather than a factual and quantitative description activity and workplan, and expected result status. Capacity to monitor project outcomes is particularly weak, mainly due to the lack of more intensive use of outcome-level indicators and monitoring techniques; and the very strong focus set on activities and outputs. The lack of more systematic use of satisfaction and follow-up surveys in the context of the very high number of capacity-building activities implemented by FUST (cf. Section 2.2.3.1), is an illustration of this.

In some cases, the evaluation team found progress reports and self-assessments delivered to FUST to be overly-optimistic<sup>30</sup>, with qualitative appraisals of project performance not always based on quantitative data. The main weaknesses of existing monitoring, evaluation and reporting procedures related to one or several of the following:

- Ill-defined intervention logics and performance frameworks (overly complex, or not sufficiently detailed)
- KPIs are not always Specific, Measurable, Accepted, Relevant or Time bound (SMART)
- There is often a lack of a more clear-cut definition of outcomes and impacts (log-frames are activity/output oriented)
- Existing performance frameworks often lack baseline information or data allowing to establish and measure progress towards targets
- Projects don't always refer to their original single performance frameworks for monitoring and reporting purposes throughout their lifetime
- There is a generalized lack of use of web-metrics as a tool to measure use and uptake of FUST products and tools
- Project-level evaluations are not conducted

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<sup>29</sup> It is not clear how many of these projects may have requested time extension, which were in turn added to the SISTER database.

<sup>30</sup> For an example of this, see the final narrative report of the 'Improving technical skills and the Regional Coastal Atlas in the context of SPINCAM-II' project (self-assessment, challenges and lessons learned)

The table presented in Appendix H provides a detailed assessment of project performance frameworks and reporting procedures.

### 2.3.5 The role of partnerships in project-level management

In addition to the key role project managers play in the implementation and day to day delivery of the FUST projects, local (e.g. national) partners also play a key role in this regard. There are number of examples of projects where country representatives can not only be considered as direct beneficiaries of FUST projects, but also key implementing partners. The importance of the role these partners play in the delivery of the projects, whether it's at the national level (e.g. national focal points) or at the regional level (e.g. regional implementing partners) is worth stressing. Their involvement is a key factor in ensuring the timely and adequate delivery of FUST project objectives, as well as making sure there is local support and buy-in for FUST activities. In many cases, their involvement also ensures consistency vis à vis other existing initiatives, either within their own organizations, or implemented by other donors. The following table provides an overview of the key partners for each of the six selected projects.

Table 5 Overview of key FUST project partners (local)

Project	Key partners	Key contributions to project delivery
<b>OTGA (IOC)</b>	<ul style="list-style-type: none"> <li>Network of Regional Training Centres and their host institutions (e.g. INVEMAR in Colombia)</li> </ul>	<ul style="list-style-type: none"> <li>Designated and Candidate RTCs and their host institutions (e.g. universities, research organizations) are playing a key role as members of the project Steering Committee, defining the agenda for delivery of courses, identifying course participants, channeling funds for course participation, delivery of courses etc.</li> </ul>
<b>SPINCAM (IOC)</b>	<ul style="list-style-type: none"> <li>Comision Permanente del Pacifico Sur (CPPS)</li> <li>National focal points and technical focal points (e.g. Ministries)</li> </ul>	<ul style="list-style-type: none"> <li>The CPPS is a formal partner in charge of overseeing specific project components and activities at the regional level. The involvement of the CPPS has been key in overcoming administrative issues, reaching out to local stakeholders, and ensuring the project is line with regional needs and strategic priorities.</li> <li>The network of national focal points (ministries for most of them) are key in implementing SPINCAM working activities at the local level. They are also members of the project steering committee.</li> </ul>
<b>BRESEP (MAB)</b>	<ul style="list-style-type: none"> <li>National focal points</li> </ul>	<ul style="list-style-type: none"> <li>The network of national focal points (ministries for most of them) are key in implementing BRESEP working activities at the local level. They are also members of the project steering committee.</li> </ul>
<b>Glacier retreat (IHP)</b>	<ul style="list-style-type: none"> <li>Working Group on Snow and Ice</li> <li>Ministry of Foreign Affairs of Chile</li> <li>ACCION project</li> </ul>	<ul style="list-style-type: none"> <li>The project was strongly linked to the work of the Working Group on Snow and Ice, and contributed to the further strengthening of the WG</li> <li>The Ministry of Foreign Affairs in Chile acted as an important liaison for the project at the national level</li> </ul>
<b>MWAR LAC (IHP)</b>	<ul style="list-style-type: none"> <li>CAZALAC Cat II UNESCO Institute</li> <li>GWADI network</li> </ul>	<ul style="list-style-type: none"> <li>CAZALAC has been a key player in the delivery of project activities (e.g. reaching out to partners, organization of logistics, identifying information sources). CAZALAC also played an important role in defining the project activities.</li> <li>The Ministries of Chile and Peru were heavily involved in the hosting of events</li> </ul>
<b>Water Security (IHP)</b>	<ul style="list-style-type: none"> <li>CAZALAC Cat II UNESCO Institute</li> <li>Latin American and African GWADI network</li> </ul>	<ul style="list-style-type: none"> <li>The project expanded the partners from the MWAR-LAC Project and the Andean Glacier Project with a partner in Africa (AGRHYMET, Niger)</li> </ul>

The strong involvement of local partners is also an illustration of the very high level of buy-in on behalf of national governments and regional organizations (in the case of CCPs) in FUST projects. Ensuring this continued commitment to projects and their related objectives is quite a remarkable achievement

for FUST, particularly given the stark differences in policy / institutional frameworks across the different countries it works with. The high level of buy-in and commitment on behalf of local partners is also illustrated by the financial resources FUST projects have managed to leverage at the local level (cf. following section).

Despite the high level of commitment to FUST projects, interviewed partner representatives often pointed out the lack of capacities as a barrier to further and more sustained involvement in FUST activities. In many cases, FUST work must be performed by partners on top of their already existing workloads, which often makes it difficult for them to fully carry out their role as project partners. The lack of capacities also sometimes leads to delays in the delivery of certain outputs such as data and information, which are necessary for overall project success. Several interviewed stakeholders recalled the possibility of receiving assistance from GoF-sponsored interns in previous years, and would like to see that support re-instated.

In a number of cases, the evaluation team also observed that the very high levels of turnover in local governments and administrations also had an impact on project continuity. This was pointed out for instance in cases where representatives in Data and Information Management Groups (GDMI) set up as part of the SPINCAM project changed frequently. This issue however, appears to be beyond the control of FUST.

As was pointed out in the analysis of FUST project governance and steering committee composition (cf. section 2.3.1), FUST project partnerships have mainly been established with public / governmental organizations, making the FUST network of allies very ‘public-sector heavy’. The participation of academic institutions and private sector stakeholders in the broader framework of FUST projects remains relatively limited. Notwithstanding, IHP projects (e.g. MWAR LAC and Glacier Retreat) did build partnerships with research organizations as part of the formulation and delivery of specific project components (e.g. the University of Albany co-financed activities and was involved in the formulation of the Glacier Retreat project).

In addition to mobilizing local partners and resources, FUST projects are also drawing support from other UNESCO-constellation entities. Examples of this include:

- The involvement of field offices and regional Programme representatives in the delivery of project activities: Santiago field office, Montevideo field office, involvement of the IOC regional representatives in Africa and the Caribbean.
- The involvement and liaison with national Programme committees and working groups, such as the IHP national committee in Chile, and the IHP Snow and Ice working group.
- The mobilization of Category II institutes, such as the CAZALAC institute in La Serena Chile which has been closely involved in the delivery of the MWAR LAC, and Water Security project. The project also collaborated with the International Centre for Integrated Water Resources Management (ICIWaRM, US, Unesco Cat II CENTRE) to implement several activities. And recently the regional Centre for Capacity Development and Research on Water Harvesting (RCWH, Sudan) (UNESCO cat-II) has become technical partner to the Water Security project activities in Africa.
- Other regional Programme networks: the BRESEP project has liaised with the IBEROMAB network, and the MWAR LAC project has liaised with the Latin American and Caribbean branch of the Water and Development Information for Arid Lands: A Global Network (G-WADI). The Water Security Project is implementing activities with the Africa G-WADI (2017 and 2018).
- UNESCO chairs: involvement of the UNESCO Chair on Eremology hosted by the University of Ghent in the MWAR LAC project.

### 2.3.6 Financial leverage

The financial leverage of the large-scale FUST projects analysed as part of this evaluation is very high. In the majority of cases, FUST / UNESCO contributions are co-financed by the participating countries and partners – as either cash or in kind-support. Examples of this include:

- As part of the **BRESEP** project, project implementing partners are dedicating significant amounts of in kind-resources to implementing national work programmes. This was clearly illustrated by the work conducted by CONAF staff members in Chile, both in headquarters in regional offices. The exact volume of partner in kind contributions has not been quantified.
- In the case of **SPINCAM** Annex III of the project document spells out the co-financing provided by each of the partners to the project. The total co-financing provided by project partners amounts to \$3.1M USD. This represents slightly more than a **1:3 co-financing ratio** on behalf of local beneficiaries / partners.
- **OTGA**: According to data provided by project representatives (on the basis of RTC expressions of interest) total RTC contributions amount to \$2.8M US, compared to \$2.67M in FUST funding received. This represents a **1:1 co-financing ratio** on behalf of participating RTCs. This figure does not take into account the funding used to cover the costs of participation of self-funded course participants. Between 2015-2018, self-funded participants represent 18% of total OTGA course participants (18 participants in all).
- **MWAR LAC**: The majority of different projects and activities organized in the framework of the MWARL LAC initiative received third party contributions and co-financing. This is detailed in the project document (2012). According to the project document, the counterpart contributions amounted to \$1.6M USD, which represents more than double of the overall cost of the project (**1:2.5 co-financing ratio**).
- **Glacier retreat** also received co-financing for the majority of its activities from a number of partners. The exact figures on volume of co-funding was provided for several activities, but the overall co-funding ratio for the full project could not be established, as not all co-funding sources could be adequately assessed.

The high financial leverage effect of the FUST is a good illustration of the value for money that UNESCO and the GoF are generating through FUST projects. Several interviewees pointed out the fact that in general terms, the results and changes being achieved through FUST projects are extremely high, given the relatively limited scope of the funding they provide. FUST projects are often considered to provide 'seed funding' which acts as a trigger for further investments by third parties. In the case of BRESEP, one interviewee pointed out the fact that project funding allows to cover certain expenses which are not eligible to receive financing from local / public sources; which is considered to be extremely useful and helpful.

## 2.4 FUST Sustainability

### 2.4.1 FUST-level sustainability

The main determinant of FUST sustainability is the commitment from the GoF to provide financial support in the framework of the cooperation agreement it has with UNESCO. Without this support, the FUST would cease to exist and continue to implement further projects. As a result of this, ensuring that the GoF's expectations are fully satisfied is key to ensuring short, medium and long-term sustainability of the FUST.

This risk to sustainability could be mitigated by opening the FUST to additional donors, interested in supporting the type of work it conducts. However, given the importance of the bilateral relationship between UNESCO and the GoF and the fact that the FUST has been designed as a bilateral cooperation agreement; as well as given the significant administrative, institutional and political implications the opening of the FUST would imply; the evaluation team does not recommend this option to be pursued at this point.

Still, actively capitalising on opportunities to leverage third-party funding to strengthen the work and efforts implemented through FUST could not only strengthen its sustainability, but also multiply its effects and impacts. As such, it's recommended the FUST carry out an internal strategic reflection on how to best benefit from the on-going Structured Finance Dialogue within UNESCO to align its work with that of other UNESCO donors. In addition, FUST could seek to further develop synergies with local (e.g. Flemish) research and science funding mechanisms, as well as European ones (e.g. Horizon 2020).

In the meantime, given its reliance on the support provided by the GoF, FUST's capacity to adequately define, monitor and account for its expected results, will continue to underpin its ability to further drive sustainability, and ensure continued commitment from its donor. As such, it will be important for the FUST moving forward to render objectives and expectations more explicit, so as to be able to better assess the extent to which they are being met and achieved. The issue of whether and to what extent the FUST should be enabling the development of collaborations between Flemish actors and FUST beneficiaries, is a clear example of this. The same applies to the geographical and thematic focus of the FUST. The inability to provide a clearer indication of what FUST priorities are in this regard, may hamper its ability to demonstrate its effectiveness in the eyes of the GoF in the future.

Within UNESCO, there do not appear to be any immediate threats to the existence and functioning of the FUST in the short term. FUST is likely to have to adapt to any changes in internal strategic and budgetary planning and management stemming from the Integrated Budget Framework (IBF) and Structured Financing Dialogue processes which are currently underway in UNESCO<sup>31</sup>. However, this internal reform process should not be seen as a threat to FUST sustainability, but rather as a change in the environment within which FUST operates, which is likely to require adjustments in the administrative agreement and framework within which FUST operates in. The potential costs and difficulties to making these adjustments are likely to be limited, given that the existing alignment between FUST activities and regular budget UNESCO activities.

#### 2.4.2 *FUST project sustainability*

The drivers and threats to project-level result sustainability are obviously much broader, compared to those identified at the FUST-level. The scope of the current evaluation does not allow to delve into the details of these on a project by project basis. However, the evaluation has allowed to shed light on some of the global trends across most of the selected FUST projects analysed.

At present, the key driver for FUST project sustainability appears to be the very high level of commitment and buy in on behalf of local partners and beneficiaries, as explained in section 2.3.5. The very high level of implication on behalf of these stakeholders not only means that there is an interest on their behalf to ensure the expected project ripple effects do appear; but also, that project results are inevitably seeping into the institutional and administrative frameworks of these countries (e.g. via the direct involvement of country representatives in project activities). The latter implies that processes and actions which have been set in place by projects, are likely to continue to take place, beyond the lifetime of the projects. In the case of BRESEP for instance, it's extremely likely that biosphere reserve managers will continue to work on their reserve management strategies and plans, even after the project ceases to exist.

<sup>31</sup> The Integrated Budget Framework (IBF) aims at providing a holistic picture of the level of resources needed during a biennium to implement the programme and achieve the expected results endorsed by Member States, including not only the regular budget but all other sources of funds, and irrespective of whether funds are already committed or not. Compared with the past wherein the budget of UNESCO has been presented and examined with the main focus only on the regular budget, the IBF represents a significant new step in the way how UNESCO's budget is examined. The IBF will better enable the Organization and Member States to examine the global situation of the Organization's budgetary picture, to understand where the funding gap lies and where available resources can be used most strategically. The integrated budget framework embeds resource mobilization targets in the form of 'a funding gap' in the Programme and Budget approved by Member States. The Structured Financing Dialogues (SFD) are collective donor consultations which complement bilateral dialogues with donors and partners and which aim to improve the quality and sustainability of resources for UNESCO's Programme and Budget (cf. <http://unesdoc.unesco.org/images/0024/002481/248134e.pdf>)



This said, a series of elements are currently limiting projects' capacity to ensure sustained results and the generation of changes beyond their lifetime. Some of the most important issues identified are:

- **Project exit strategies tend to be limited:** While projects do a good job of defining the work and activities to be implemented during their lifetime, more detailed description of exit strategies (i.e. actions to be taken during the lifetime of the project to ensure that long term results are achieved) tend to be limited. This relates to the previously raised issue regarding the intervention logics of projects, which in many cases fail to describe how project outputs are meant to materialize into medium term outcomes. This weakness is illustrated for instance by the limited number of examples where FUST-data and knowledge has been translated into policies / programmes in beneficiary countries.
- Related to the previous point is the existence of a **certain degree of fragmentation within projects** stemming from the existence of one-off activities, and the lack of more explicit links within project activities. For instance, in a number of projects numerous activities (e.g. workshops, seminars, papers) have been conducted without it being explicitly clear how they interconnect, and are meant to collectively contribute to the achievement of high level project ambitions. Fragmentation and lack of continuity in project interventions, limit their capacity to create critical masses of support, around specific issues and target groups; and longer-term outcomes and impacts.
- **The communication and outreach activities put in place by FUST projects (and FUST as a whole) are inconsistent:** While the use of GoF and UNESCO logos has been widely respected by projects, overall project communication, dissemination and outreach activities and related outputs are fairly weak. In many cases, project communication tools (e.g. websites) are outdated and not very visually appealing. The lack of more modern and attractive communication tools sometimes appears to contradict the GoF's motto 'State of the Art'. Communication regarding FUST projects is currently scattered across a range of websites and publications, which vary strongly in terms of quality and depth of content. Some projects don't have a website (e.g. BRESEP), strongly limit access to content (e.g. the Water Security Knowledge Forum Website limits access to case studies to users only). The OTGA, SPINCAM<sup>32</sup> and M-WAR-LAC project websites are the most complete and user friendly given the overall quality of their content and structure. In some cases project websites have their own URLs, while in others they are hosted by project partners (e.g. CAZALAC for MWAR-LAC) or the UNESCO Montevideo office for Glacier Retreat). In the case of BRESEP, the project site is hosted on MAB section of the UNESCO site. The FUST website (i.e. <http://fust.iode.org>) does provide an overview of the FUST as a whole and its projects, but not all content is completely up to date. Additional weaknesses of the site include:
  - It does not always include references to external project websites and related databases
  - It's only in English (while FUST's main constituency is based in Latin America)
  - It's hosted by IODE, which is misleading from an external reader's point of view
  - It's not funded by FUST

The weaknesses in FUST communications are highlighted by the evaluation team, given their importance to project sustainability and replicability.

- **In the case of OTGA specifically, threats to sustainability are not related to communication (the OTGA website is updated, clearly structured and easy to navigate/access content), but rather to the financing model of the Academy itself.** Currently, the participation of most participants is funded by the project itself. This is not considered to be viable in the medium term. The project and its managers have thus launched an internal reflection process in order to identify alternative financing models (e.g. increased number of self-funded participants, mixed financing models) in order to reduce the reliance of

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<sup>32</sup> In the case of SPINCAM, there are still two project websites which are accessible to the public, making it difficult to know which one is the most recent / updated; while in the case of Glacier Retreat an important number of pages seem to be down.

the Academy on FUST funding. The project team's acceptance and recognition of this threat and its willingness to engage in a process leading to the updating of the financing model are regarded positively by the evaluation team.

- The main threat to sustainable engagement on behalf of project partners (e.g. national governments, regional organizations), is the lack of additional resources to engage in FUST projects.

### 3 Overall conclusions

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#### 3.1 Relevance

**EQ1. To what extent was the timeframe, the geographic coverage and thematic coverage of the projects adequate within the context of the overall programmes?**

FUST projects are found to be fully consistent with the overall thematic and geographic priorities of the supported programmes, as well as with the timeframes of their implementation. In general terms, programmes consider FUST to be of great assistance reaching their objectives, and consider FUST projects to be fully in line with their strategies and work programmes. The description of links between project objectives and Programme objectives is not always explicit and formal in project documents.

**EQ2. Are the common interests and motives which led UNESCO and the Government of Flanders to establish the FUST in 1999 still valid today?**

Yes. The reasons which drove the GoF and UNESCO to establish this cooperation agreement are still considered to be valid and relevant. Most of these expectations are reflected in the activities and operations supported through the FUST. In spite of this, support to projects which represented a true partnership between UNESCO, Flemish Institutions and beneficiary countries, was lower than expected during the IVth phase of the FUST.

**EQ3. To what extent did the selected projects meet stakeholder and beneficiaries' needs in consideration of regional national and basin scale (local) priorities and in consideration of the local cultural contexts? Has there been particular attention to consideration of disadvantaged groups, indigenous peoples, social and environmental concerns and of gender equality?**

Analysed FUST projects are found to be fully in line with the needs of stakeholders and beneficiaries and provide a relevant response to some of the beneficiary countries' and regions' most pressing challenges regarding natural resource management – particularly water. A limited number of stakeholders pointed out the existence of gaps between project level priorities (e.g. Andean vs. ice sheet glaciers, the former being the focus of the project and the latter being the priority of the Chilean government). These were generally linked to the existence of trade-off between addressing common regional challenges through FUST projects, vs. key national strategic interests. This trade-off is inherent to regional cooperation in general, and not specific to FUST activities.

While environmental concerns are at the heart of FUST projects, their social, disadvantaged groups, indigenous peoples and gender equality dimensions are low. As a result, while it cannot be said that FUST (or FUST projects) have sought to make a significant contribution to promote these issues, FUST projects can be said to have been mindful of respecting gender equality in the framework of their activities, rules and practices. This said, some FUST projects include an important social dimension: the BRESEP project and the work conducted in collaboration with local communities in the framework of biosphere reserve management, the SPINCAM pilot projects and their work with local social and economic groups.

#### 3.2 Efficiency

**EQ4. Have the selected projects produced the outputs as planned in the project documents in a timely manner, and were the human and financial resources used efficiently?**

FUST projects analysed in the framework of the evaluation have achieved the great majority of expected outputs they initially set out to achieve. No significant delays in doing so have been reported or identified. This said, the introduction of project timetable extensions is fairly common under the IVth phase of FUST. Rather than reflecting poor project management, project extensions were often introduced as a result of delays as a result of unexpected challenges / events. Projects could improve



their output and activity monitoring and reporting procedures, and follow more consistently their original performance monitoring frameworks to do so.

Human and financial resources have been used efficiently and according to the original plans set out by the project. The FUST's value for money and financial leverage effects are high.

**EQ5. To what extent have different UNESCO entities, field offices, Category II Centres, flagship programmes coordinated their contributions and played their role in line with their respective comparative strengths?**

In addition to mobilising local partners and resources, FUST effectively drew support from other UNESCO-constellation entities based in the target regions. Examples of this include: the involvement of field offices and regional Programme representatives in the delivery of project activities; the involvement and liaison with national Programme committees and working groups, such as the IHP national committee in Chile, and the IHP Snow and Ice working group; the mobilization of Category II institutes, such as the CAZALAC institute in La Serena Chile which has been closely involved in the delivery of the MWAR LAC project; the ICIWaRM and Regional Centre for Capacity Development and Research in Water Harvesting (RCWH, Khartoum) for implementation of the Water Security Project activities, the mobilization of other regional Programme networks such as the IBEROMAB network and G-WADI; and the participation of UNESCO chairs such as the UNESCO Chair on Eremology hosted by the University of Ghent in the MWAR LAC project. The degree of involvement and participation of these organizations across the different projects varies considerably. The role of the CAZALAC category II , institute in the delivery of FUST projects appears to be considerably downsized compared to the previous phase of FUST<sup>33</sup>.

**EQ6. Has support provided by project officers and other supporting UNESCO/IOC staff to implementing partners and beneficiaries of projects been effective and in line with project ambitions?**

No data available on the share of the time spent by projects managers to the management and coordination FUST projects. From a qualitative perspective however, the time and resources dedicated to project management appear to be in line with the dimension of the projects and their overall objectives. Additional time and resources could be dedicated to project monitoring and reporting. The views expressed by project beneficiaries (i.e. country representatives) regarding the quality of the work and the availability of project managers is in general very positive. Project managers are considered to be very much involved and committed to making projects successful, available to speak and interact with local actors when necessary, and knowledgeable of the subjects and topics the projects are addressing.

### 3.3 Effectiveness/Signs of Impact

**EQ7. To what extent have the outputs contributed to achieving the expected results for the selected projects and have these been achieved? What were the key enablers and key challenges for such achievements? What external factors have been influential in the specific geographical/cultural contexts?**

Project activities and outputs have directly contributed to achieving a number of outcomes, including:

- Creation of communities of policy practitioners from different countries which enables exchange of ideas and good practices and facilitates buy-in from elected officials and policy makers at the national level; Data and indicators generated by FUST projects are now being introduced into institutional and official databases and datasets (e.g. Integrated Information System in Ecuador)
- Awareness raising among decision makers on the importance of FUST-addressed issues (i.e. glaciers in Chile, President Bachelet participating in national IHP committee meeting)

<sup>33</sup> Previous phase of FUST provided institutional support to CAZALAC, which is not the case in the current phase.

- Better knowledge of the situation in FUST beneficiary countries and region: FUST-generated data is allowing to conduct state-of-the-art assessments that were impossible to carry out before
- More and better trained marine data managers and practitioners
- More systemic and inclusive biosphere reserve management approaches
- South-south collaboration in issues relating to natural resource management

Key enablers for such achievements include the very high level of support and commitment on behalf of project partners and beneficiaries (e.g. Regional Training Centres and their host institutions, national focal points, national technical points, regional organizations), effective project management, the mobilization of UNESCO networks, and the credibility/clout brought to projects from the fact they are being supported by UNESCO and the Government of Flanders. Both of these labels are generally seen as a signal of quality, and a driver of participation. Key challenges include the lack of more human resources for partners to deliver activities, the very high turnover in public administrations, and differences in policy/institutional frameworks across the countries involved in single projects.

**EQ8. Was an adequate monitoring framework/methodology put in place in order to measure the achievement of the expected results and help steer and maximize the success of the projects?**

Only partially. Project monitoring and reporting activities and procedures do not always allow to develop a full and precise understanding of where projects stand in light of their original expected results. Reporting in many cases tended to be more of a descriptive narrative rather than a factual and quantitative account of where project stand in light of their intended objectives. Capacity to monitor project outcomes is particularly weak, mainly due to the lack of more intensive use of outcome-related indicators and monitoring techniques; and the very strong focus set on activities and outputs. In some case, the evaluation team found progress reports and self-assessments delivered to FUST to be overly-optimistic<sup>34</sup>, and lack sufficient detail regarding the level of progress of projects. The main weaknesses of existing monitoring, evaluation and reporting procedures generally relate to: ill-defined intervention logics and performance frameworks (overly complex, or not sufficiently detailed); the use of non-SMART KPIs; the limited availability of baseline information or data allowing to establish and measure progress towards targets.

**EQ9. If there were differences between the real and the expected outputs, were these analysed and the underlying reasons and mitigation strategies discussed between UNESCO and the Government of Flanders?**

The evaluation didn't reveal the existence of any major gaps between the real and the expected outputs of projects. In cases where adjustments had to be made *en-route*, these were discussed and validated by the FUST Steering Committee.

**EQ10. Were opportunities seized to develop potential synergies with relevant networks and partners (internal and external)?**

Given the scope of the evaluation, an exhaustive review of potentially relevant networks and partners for FUST projects was not conducted. As such, a full assessment of the extent to which potential opportunities for collaboration were seized is unrealistic. However, while a number of partnerships have been developed in the framework of FUST (both with external stakeholders and internal UNESCO entities), the degree and intensity of collaboration varies strongly across the different projects. Partnerships with private sector actors remain very limited despite the relevance of this sector in many of the issues being addressed by FUST. The involvement of researcher networks in FUST projects is also fairly limited, outside of two of the IHP projects.

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<sup>34</sup> For an example of this, see the final narrative report of the 'improving technical skills and regional coastal atlas in the context of SPINCAM II' project (self-assessment, challenges and lessons learned)

**EQ11. What have been the longer-term effects and what are the signs contributing to potential impact of the projects within the respective institutional, country, regional and international contexts (including their potential for replication, upscaling and multiplication)?**

The longer-term effect of analysed FUST projects are presented in EQ7 above. The main sign that expected impact will potentially be generated is the very high level of commitment and buy in on behalf of local partners and beneficiaries, as explained in section 2.3.5. This implication not only means that there is an interest on their behalf in ensuring the expected project ripple effects do appear; but also, that project results are inevitably seeping into the institutional and administrative frameworks of these countries (e.g. via the direct involvement of country representatives in project activities). The latter implies that processes and actions which have been set in place by projects are likely to continue to exist, beyond the lifetime of the projects. In the case of BRESEP for instance, it's extremely likely that biosphere reserve managers will continue to work on their reserve management strategies and plans, even after the project ceases to exist. In spite of this, the lack of better-defined exit and sustainability strategies at the project level is likely to limit the capacity of projects to generate the entirety of their expected impacts.

While the potential for replicability and scaling of many of the projects is high (e.g. SPINCAM, BRESEP, MWAR-LAC in other region), this is currently being limited by a lack of a more effective communication and knowledge management strategy and activities at the project level. This is keeping project-related knowledge products from reaching the hands of potential additional users and replicators (e.g. biosphere reserves in the region which are not directly involved in the BRESEP project).

**EQ12. Are there any signs of long-term impacts being generated by FUST, beyond those linked to specific projects, given its existence for almost twenty years? If so, are these in line with the expectations of UNESCO and the Government of Flanders?**

Given that no overarching evaluation or meta-evaluation of FUST as a whole has ever been conducted, it is impossible to judge to what extent the continuity of FUST over several decades has allowed to generate valuable long-term effects at the local level. The same applies to projects which have benefitted from several rounds of funding, under different FUST phases (e.g. SPINCAM and OTGA). A more in-depth analysis of these projects and their related outcomes / impacts, in light of their specific longevity would perhaps allow to better describe and capture the added-value of the longstanding nature of the GoF-UNESCO cooperation in the field of science.

### 3.4 Sustainability

**EQ13. What is the current and future potential of the projects to contribute to relevant UNESCO's/ the Flemish government overall objectives, priorities and policies in particular in the light of the 2030 Agenda?**

There is a direct link between FUST projects and the Sustainable Development Goals (SDGs). This is true in spite of the fact that most of the projects were developed before SDGs were officially adopted. For instance, while the OTGA, Water Security, MWAR-LAC, Glacier projects were launched in a pre-SDG era, the project can still be said to be contributing directly to a number of SDGs, as well as to the objectives adopted by other major international climate agreements such as the Paris Agreement (COP-21) and Sendai Framework for Disaster Risk Reduction. Much of the work performed under FUST can also be said to be of direct relevance to the United Nations Decade of Ocean Science for Sustainable Development (2021-2030), and United Nations International Decade for Action "Water for Sustainable Development", (2018-2028) which is being hosted under the auspices of the UN SDG agenda. The potential of current projects to contribute UNESCO and GoF strategies in light of the 2030 Agenda is high.

**EQ14. What mechanisms (including in terms of communication) have been put in place to ensure that the projects and/or their effects are sustainable over time and or scaled up/ replicated elsewhere?**

The communication and outreach activities put in place by FUST projects (and FUST as a whole) are inconsistent. Dissemination and outreach activities and related outputs are fairly weak. In many cases, project communication tools (e.g. websites) are outdated and not very appealing visually. Communication regarding FUST projects are currently scattered across a range of websites and publications, which vary strongly in terms of quality and depth of content. Some projects don't have a website while others strongly limit access to content (e.g. the Water Security Knowledge Forum Website limits access to case studies to users only). The weaknesses in FUST communications are highlighted given the importance of communication and dissemination to project sustainability and replicability.

**EQ15. In what ways have the project activities (and their outputs and effects) contributed to the visibility of the selected projects, of Flanders and of UNESCO?**

Through the implementation of FUST-funded projects, UNESCO (and the respective science programmes supported by FUST) has been able to increase their visibility in the field (i.e. outside of Paris headquarters). Interviewed beneficiaries and stakeholders were all fully aware of the fact that they were collaborating in the framework of UNESCO-sponsored initiative. The UNESCO logo is also fully visible and systematically included in FUST-project publications and communications.

The GoF and the Flemish region are also front and centre when it comes to the promotion and visibility of FUST projects. Stakeholders and beneficiaries are also very much aware of the fact that projects are being supported and financed thanks to the support of the GoF. This level of visibility and exposure – particularly at the scale of a European region – is quite exceptional. According to some of the interviewed stakeholders, FUST also allows to shed light on the specificities (e.g. social, institutional, historical) of the Flemish Region, within the community of FUST stakeholders internationally.

**EQ16. Did the projects lead to new opportunities for international scientific cooperation, and if so, did this involve scientists from Flanders?**

The term 'science' in the context of FUST however is understood in the broad sense of the term. While supporting activities in the field of science is at the core of the UNESCO / Government of Flanders cooperation agreement, the main focus of FUST is not supporting scientific and research activities. Instead, FUST is supporting the implementation of the UNESCO agenda in the field of science, mainly through the operations and international science programmes of UNESCO's natural sciences sector (SC) and the Intergovernmental Oceanographic Commission (IOC). As such, rather than supporting research activities, FUST is strengthening capacities – from a science and evidence-based perspective – of natural resource managers and policy practitioners around the globe. FUST is more about capacity building (i.e. human / institutional), than it is about generating new knowledge through science and scientific cooperation.

In light of the above, the opportunities for scientific cooperation generated by FUST projects are relatively limited. Most of them have been generated through the three IHP projects analysed in the framework of this evaluation (e.g. ad-hoc collaborations between research institutions in light of developing MWAR-LAC products and activities). The promotion of international cooperation between FUST beneficiaries (and other science institutions); and their Flemish counterparts has been lower than expected. While the analysis of the FUST project portfolio and related activities reveals the existence of some cases where cooperation with Flemish institutions being established in the framework of FUST projects, these cases tend to be relatively rare – especially in the more recent years of FUST project implementation.

**EQ17. What are the main threats to the sustainability of FUST?**

At the trust-fund- level, the main determinant of FUST sustainability is the commitment from the GoF to provide financial support in the framework for the cooperation agreement it has with UNESCO. Without this support, the FUST would cease to exist and continue to implement further projects. As a result of this, ensuring that the GoF's expectations are fully satisfied is key to ensuring short, medium and long-term sustainability of the FUST. FUST's capacity to adequately define, monitor and account

for its expected results is thus key to driving sustainability, and ensure continued commitment from its key donor.

At the project level, the main threats to sustainability are the lack of more precise and better-defined project exit strategies, the high level of turnover and frequent changes in government administrations in the LATAM region, and the inconsistency in project communication, capitalization and knowledge management activities.

### 3.5 Adequacy of FUST Governance, management and coordination mechanisms

#### **EQ18. How effective, efficient and sustainable are the governance, coordination, advisory, management, networking and partnership structures of the projects in the framework of FUST?**

The FUST steering committee appears to be fulfilling its role and duties as per the mandate it's given by the FUST Agreement. The general perception of the FUST general management and governance schemes is positive. The FUST is considered to be run efficiently thanks to what is considered to be a fairly lean and flexible management and governance structure. Some of the key attributes of this model are the direct and pro-active involvement of donor (i.e. GoF) representatives in the steering committee of FUST, as well as in the steering committee of FUST-supported project; and the possibility it creates for programmes and projects to exchange information and interact. Monitoring and reporting procedures could be improved. In addition, FUST steering could also benefit from a stronger participation of actors who are not direct beneficiaries of the fund.

At the project level, management is effective and has contributed to yielding positive results. Project steering and governance schemes vary considerably. In cases where projects have their own steering groups, strong governance has been driven by the pro-active participation of beneficiary countries and project partners. As is the case for the FUST Steering Committee, project governance would also stand to gain from the participation of a broader range of stakeholders, beyond the participation of direct beneficiaries.

In addition to the key role played by project managers in the implementation and day to day delivery of the FUST projects, local (e.g. national) partners also play a key role in this regard. There are number of examples of projects where country / regional organization representatives can not only be considered as direct beneficiaries of FUST projects, but also key implementing partners. The importance and value of the role these partners play in the delivery of the projects, whether it's at the national level (e.g. national focal points) or at the regional level (e.g. regional implementing partners) is worth stressing.

#### **EQ19. What lessons can be learned from the implementation of the FUST projects within the framework of the FUST funding and governing mechanisms?**

Cf. Recommendations (section 4).

#### **EQ20. To what extent have partnerships and cooperation with implementing partners been effective of the FUST overall and of individual projects?**

In addition to the key role played by project managers in the implementation and day to day delivery of the FUST projects, local (e.g. national) partners also play a key role in this regard. There are number of examples of projects where country / regional organization representatives can not only be considered as direct beneficiaries of FUST projects, but also key implementing partners. The importance and value of the role these partners play in the delivery of the projects, whether it's at the national level (e.g. national focal points) or at the regional level (e.g. regional implementing partners) is worth stressing. The involvement of these partners is a key factor in ensuring the timely and adequate delivery of FUST project objectives, as well as making sure there is local support and buy in for FUST activities. In many cases, their involvement also ensures consistency vis à vis other existing initiatives, either within their own organizations, or implemented by other donors. Partners are also a key source of co-financing for FUST project implementation.



## **EQ21. Relevance and adequacy of the funding mechanism and broader framework of cooperation within the context of the Trust Fund**

The FUST model for cooperation between UNESCO and the GoF is considered to be a good practice by a range of the stakeholders interviewed as part of the evaluation. UNESCO representatives, as well as GoF representatives have expressed their satisfaction with the current *modus operandi* of the FUST, as well as their wish to see this relationship continue under similar conditions. Some of the main attributes of the ‘FUST model’ identified include:

- **The balance** FUST has managed to reach **between the flexibility** to support a broad range of activities and projects **and; the definition of specific focus** on activities aimed to support science for management of water resources.
- The possibilities it creates for **direct interaction between the donor and UNESCO** (and UNESCO programmes), without this necessarily meaning that the donor oversteps its role and responsibilities as a donor.
- The **continuity over time** it has given to many of the actions and projects which have been supported which increases the likelihood of generating deeper and more long-lasting results, compared to ‘one-shot’ type initiatives characterized by shorter life spans.

Based on these attributes, in the framework of FUST the GoF is often times referred to as a partner of UNESCO and the programmes is supports, rather than as a simple donor. The proximity between the GoF and FUST projects and activities is a true hallmark of this cooperation agreement. The partnership would stand to benefit however from a better and more explicit definition of its ambitions in terms of thematic and geographical targets, as well as the wish to support the development of collaborations with Flemish institutions.

## **4 Evaluation recommendations**

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### **Recommendation 1: Further pursue the UNESCO / GoF collaboration in the field of science in the framework of a fifth phase of a FUST agreement**

Given the overall success of the FUST in reaching its objectives it is recommended UNESCO and GoF further pursue their collaboration in the field of science in the framework of a fifth phase of a FUST agreement. Collaboration should be further developed on the basis of the success factor which have made FUST an example of good practice of collaboration between UNESCO and a donor country: flexibility and very soft earmarking, strong leverage of external sources, strong and direct collaboration with the donor (i.e. a partner rather than a donor). However, in order to further improve its performance and sustainability, the fifth phase could develop on the basis of the following recommendations.

### **Recommendation 2: Further refine the nature, rationale, scope of the FUST; without limiting its current flexibility and bottom-up nature**

In order to improve accountability and potential for impact, measures should be taken to further define the scope (e.g. thematic, geographic, eligible UNESCO programmes for support) of the FUST, and related high-level objectives. Particular attention should be given to clearly defining its ambitions regarding the promotion of collaboration between Flemish institutions and FUST beneficiaries. This could be done for instance, through the development of a high-level FUST theory of change. Some of the key objectives of this ToC could then be reflected in the FUST agreement. This should also include a further reflection on the specific ambitions of FUST regarding the promotion of gender equality and the FUST’s geographical priorities.

### **Recommendation 3: Strengthen management and steering of FUST and FUST projects by including external stakeholders (e.g. private sector and the research sector) and creating project-level steering or advisory groups**

In order to diversify the composition of advisory and expert group and partnership mechanisms instances, the FUST and FUST-supported projects could take measures to include a more diverse range of stakeholders, including from the private sector and research sector. Particular emphasis could be set on including more Flemish representatives in FUST steering committees. This could increase their capacity enhance the work plans and methodologies implemented as part of the projects, build relationships and links with third-party actors, increase the relevance of projects vis à vis the needs and challenges as perceived by these communities. This could also help improve participation and visibility of Flemish institutions within FUST, and vice versa. Formally including VLIZ in the FUST Steering Committee could be a good starting point.

In addition, it's recommended that FUST large-scale projects (>\$500k USD) make systematic use of steering committees to monitor and oversee their activities. Given the scale of many of the supported projects, FUST SC does not have the necessary resources and capacity to oversee them individually and ensure they are generating expected results.

**Recommendation 4: Enhance the monitoring and evaluation of major FUST projects, particularly large-scale and long-term projects**

In order to improve accountability, particularly outcome and impact level accountability, FUST could invest further resources in the monitoring and evaluation of some of its largest projects. Specific measures could include:

- Improving and enhancing project intervention logics and KPI quality and robustness. This should include the embedding of UNESCO-level priorities (e.g. Africa, SIDS, gender) in performance frameworks and performance indicators.
- Simplifying and mainstreaming performance frameworks
- Identifying a simple and measurable set of KPIs (common and project specific)
- Strengthening capacities to measure outcomes and not only outputs
- Make satisfaction surveys more widespread, as well as the use of other outcome-level monitoring techniques
- Conduct individual project evaluations (e.g. mid-term or final)

**Recommendation 5: Ensure FUST continues to create spaces for dialogue and cooperation between Flemish actors and the rest of the world**

While the objective is not to create a donor-driven instrument, previous experiences have demonstrated the relevance and added-value of developing ties between FUST projects and Flemish institutions. Flanders has a very strong knowledge based in the field of natural resource management – particularly when it comes to ocean and coastal area management -, and has a lot to offer FUST projects in terms of methodologies, tools, and data. The opposite is also true. The exchange of experiences and ideas which took place in the framework of the FUST Oceans event in May 2018 is a clear illustration of this. Further enhancing the exchange of knowledge and ideas between FUST projects and Flemish institutions can only enhance the potential for impact of FUST.

**Recommendation 6: Diversify the types of activities funded by FUST, particularly those which could contribute to mitigating lack of human resources in partner countries and further enhance collaboration with Flemish institutions (e.g. secondment of experts, trainees)**

Currently the great majority of FUST resources is allocated to 'concrete projects in the field of science'. However, in order to mitigate human resource/capacity shortages within beneficiary countries, as well as to strengthen cooperation with Flemish institutions, the FUST could further emphasis for additional types of activities eligible under the FUST agreement such as: secondment of experts (to beneficiary countries); financing of consultants for project preparation or evaluation (cf. recommendation 4); 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. In spite of this, the main focus of FUST projects should be contributing to the activities and work programmes of the UNESCO programmes eligible for support.

**Recommendation 6: Increase involvement of future project partners and beneficiaries in project design phases to the extent possible**

In order to enhance project relevance, and mitigate the risk of limiting relevance vis à vis national needs and priorities, project could further enhance the participatory nature of project design. This is particularly importance in cases where projects expect to work directly with local communities (e.g. indigenous communities).

**Recommendation 7: Limit the number of one-off activities with limited follow-up, and strengthen the creation of true ‘communities of practice’ around projects**

The evaluation of the FUST IV has revealed the existence of some fragmented projects in terms of the number of activities (e.g. capacity building) implemented; and the absence of clear and explicit links among these activities. Fragmentation and lack of continuity in project interventions, limit their capacity to create critical masses of support, around specific issues and target groups. As a result, projects are encouraged to clearly define target groups, as well as the causal links between expected outputs and activities, and longer-term outcomes and impacts. In addition, additional measures should be taken to assess how specific project activities are contributing to generating broader changes in participant behaviour.

**Recommendation 8: Enhance and improve FUST communication activities, including social media presence**

All FUST stakeholders stand to gain from more and better communication and outreach activities. As such, it's recommended the FUST establish better and clearer guidelines and standards when it comes to the expected communications and outreach activities to be set in place by the projects it's supporting. This includes establishing clear guidelines on the use of logos, and content translation into other languages than English. A number of the FUST project websites clearly don't meet the quality standards expected of UNESCO and GoF products and should either be deleted or marked as outdated.

Stronger and better communication is also key to enhancing project sustainability, potential for generating impact, and replicability. Stronger use of social media channels should be encouraged (cf. example of SPINCAM project). A clearer, more updated and visually appealing FUST website could also strongly enhance the visibility of FUST projects, UNESCO and the GoF; as well as increasing outreach towards third-country (e.g. Flanders) stakeholders and communities. This could be accompanied by a FUST-only social media strategy and logo (cf. FUST ocean logo).

**Recommendation 9: Actively explore opportunities to develop synergies with third-party funding sources**

In order to strengthen sustainability and multiply its impact, it's recommended FUST actively capitalises on opportunities to leverage third-party funding. As such, FUST should carry out an internal strategic reflection on how to best benefit from the on-going Structured Finance Dialogue within UNESCO to align its work with that of other UNESCO donors. In addition, FUST could seek to further develop synergies with local (e.g. Flemish) research and science funding mechanisms, as well as European ones (e.g. Horizon 2020).

**Recommendation 10: Include a more purposeful consideration of gender equality aspect in future FUST project design**

It's recommended that future FUST projects more explicitly identify a how they will be addressing the gender equality issues, in the broader context of their activities. The adequate monitoring and performance assessment frameworks for these ambitions should be established accordingly.

## Appendix A Evaluation questions

The evaluation applied the five OECD/DAC evaluation criteria for international development evaluations: relevance, effectiveness, efficiency, impact and sustainability. On this basis the assessment of Phase IV of the “Flanders/UNESCO Trust Fund for the Support of UNESCO’s Activities in the Field of Science” (FUST) was based on evaluation questions linked back to the programmes’ objectives and focusing on the evaluation criteria. Specifically, the evaluation was designed to assess the following:

- **Relevance** – the adequacy of the selected phase IV FUST projects to the needs of the targeted national and regional beneficiaries; the relevance of the timeframe, geographic and thematic coverage of the selected projects, and of UNESCO’s and the Flemish government’s policies and priorities, among other in light of the evolving SDG Agenda.
- **Effectiveness and impacts** – have the expected results for the selected projects as formulated in the project documents been achieved, or has there been significant progress towards them? What successes and difficulties have been identified at the country level? Were there differences between real and expected outputs? This approach should also identify whether any factors have had a significant negative or indeed positive influence on the achievement or non-achievement of the objectives, including the effective mobilization of networks and partners, as well as FUST as a funding and steering mechanism. It will aim to identify actual or potential long-term effects and signs of impact of the projects within the respective institutional, country, regional and international contexts.
- **Efficiency** – the relationship between the resources mobilized for the implementation of the selected projects and the results achieved (in comparison with what was planned in the project documents). The approach will pose the question of whether the effects or changes obtained are commensurate to the inputs. It will aim to see whether the most adequate process has been adopted not only in terms of resources mobilized (including mobilization of different UNESCO entities, Category II centres, flagship programmes and other partners) but also in terms of organizational setting, distribution of roles and responsibilities, and type of implementation mechanisms. The governance, coordination, advisory, management and networking structures of the projects as well as of FUST as a whole will be analysed, (i.e. how effective and efficient are the governance, coordination, advisory, management and networking structures of the projects in the framework of FUST) and lessons learned will draw on both positive and negative experiences/practices.
- **Sustainability** – has UNESCO put in place the right conditions/mechanisms (including in terms of communication) to allow for results to be further developed/scaled up/replicated elsewhere/ and financially/institutionally/politically sustained? Did the projects lead to new opportunities for international scientific cooperation (including with Flemish scientists)? Have the selected projects contributed to the visibility of Flanders and UNESCO? As part of the sustainability dimension of the evaluation, the evaluation team will also look in at the relevance and adequacy of the funding mechanism and broader framework of cooperation within the context of the Trust Fund moving forward, particularly in the context of the UNESCO Structured Finance Dialogue.

The following table presents the list of evaluation questions addressed within the framework of this evaluation. The conclusions formulated in the final report (cf. section 4) have been structured around these evaluation questions and criteria.

*Table 6 Evaluation questions for the evaluation of FUST Phase IV*

Evaluation question / criteria
<b>Relevance</b>
To what extent was the timeframe, the geographic coverage and thematic coverage of the projects adequate within the context of the overall programmes?

Are the common interests and motives which led UNESCO and the Government of Flanders to establish the FUST in 1999 still valid today? **
To what extent did the selected projects meet stakeholder and beneficiaries' needs in consideration of regional national and basin scale (local) priorities and in consideration of the local cultural contexts? Has there been particular attention to consideration of disadvantaged groups, indigenous peoples, social and environmental concerns and of gender equality?
<b>Efficiency</b>
Have the selected projects produced the outputs as planned in the project documents in a timely manner, and were the human and financial resources used efficiently?
To what extent have different UNESCO entities, field offices, Category II Centres, flagship programmes coordinated their contributions and played their role in line with their respective comparative strengths?
Has support provided by project officers and other supporting UNESCO/IOC staff to implementing partners and beneficiaries of projects been effective and in line with project ambitions? **
<b>Effectiveness/Signs of Impact</b>
To what extent have the outputs contributed to achieving the expected results for the selected projects and have these been achieved? What were the key enablers and key challenges for such achievements? What external factors have been influential in the specific local/cultural contexts?
Was an adequate monitoring framework/methodology put in place in order to measure the achievement of the expected results and help steer and maximize the success of the projects?
If there were differences between the real and the expected outputs, were these analysed and the underlying reasons and mitigation strategies discussed between UNESCO and the Government of Flanders?
Were opportunities seized to develop potential synergies with relevant networks and partners (internal and external)?
What have been the longer-term effects and what are the signs contributing to potential impact of the projects within the respective institutional, country, regional and international contexts (including their potential for replication, upscaling and multiplication)?
Are there any signs of long-term impacts being generated by FUST, beyond those linked to specific projects, given its existence for almost twenty years? If so, are these in line with the expectations of UNESCO and the Government of Flanders? **
<b>Sustainability</b>
What is the current and future potential of the projects to contribute to relevant UNESCO's/ the Flemish government overall objectives, priorities and policies in particular in the light of the 2030 Agenda ***
What mechanisms (including in terms of communication) have been put in place to ensure that the projects and/or their effects are sustainable over time and or scaled up/ replicated elsewhere?
In what ways have the project activities (and their outputs and effects) contributed to the visibility of the selected projects, of Flanders and of UNESCO?
Did the projects lead to new opportunities for international scientific cooperation, and if so, did this involve scientists from Flanders?
What are the main threats to the sustainability of FUST? **
<b>Adequacy of FUST Governance, management and coordination mechanisms</b>
How effective, efficient and sustainable are the governance, coordination, advisory, management, networking and partnership structures of the projects in the framework of FUST? ****
What lessons can be learned from the implementation of the FUST projects within the framework of the FUST funding and governing mechanisms?

To what extent have partnerships and cooperation with implementing partners been effective of the FUST overall and of individual projects?\*

**Relevance and adequacy 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 potential impact of the invested financial resources (e.g. ensuring complementarities with other UNESCO donors in order to multiply effects and avoid duplications)?

In what ways can the broader framework of cooperation (e.g. with the Flemish Government, Flemish academic community) be further optimized to enhance the potential impact of the invested financial resources?

What opportunities can be seized for FUST cooperation from the UNESCO Structured Finance Dialogue? What challenges are involved?

\* Originally listed under the ‘effectiveness’ criteria

\*\* Questions not originally included in the ToR and suggested by the evaluators

\*\*\*Question originally listed under the relevance criteria

\*\*\*\*The sustainability dimension has been added to this question, as well as the partnerships dimension

These evaluation questions constitute the basis upon which all data collection activities have been designed and conducted as part of the evaluation.

## Appendix B Overview of interviews conducted as part of the evaluation

Table 7 Overview of interviews conducted as part of the FUST phase IV evaluation

Name	Organisation	Place and Date of interview	Interviewer	FUST project
Nelson Zambrano	Ministry of Environment, Ec	Guayaquil, June 4, 2018	Mercy Borbor	SPINCAM- BRESEP
Maria Veronica Cordova	Ministry of Environment, Ec	Guayaquil, June 4, 2018	Mercy Borbor	SPINCAM- BRESEP
Xavier Santillan	Ministry of Environment, Ec	Guayaquil, June 4, 2018	Mercy Borbor	SPINCAM- BRESEP
Fernando Felix	Comisión Permanente del Pacifico Sur, Ec	Guayaquil, June 5, 2018	Mercy Borbor	SPINCAM- BRESEP
Mentor Villagonez	Comisión Permanente del Pacifico Sur, Ec	Guayaquil, June 5, 2018	Mercy Borbor	SPINCAM- BRESEP
Fernanda Coello	Ministry of Environment, Ec	Quito, June 6, 2018	Mercy Borbor	BRESEP
Carolina Garcia	INVEMAR, Co	Santa Marta, June 22, 2018	Juan Carlos Salazar Mercy Borbor	SPINCAM - OTGA
Leonardo Arias	INVEMAR, Co	Santa Marta, June 22, 2018	Juan Carlos Salazar Mercy Borbor	SPINCAM - OTGA
Julian Pizarro	INVEMAR, Co	Santa Marta, June 22, 2018	Juan Carlos Salazar Mercy Borbor	OTGA
Amanda Soto	DANE, Co	Santa Marta, June 22, 2018	Juan Carlos Salazar Mercy Borbor	SPINCAM
11 Participants GIS for Integrated Coastal Management	Varios institutions in	Santa Marta, June 22, 2018	Juan Carlos Salazar Mercy Borbor	OTGA
Luz Guerrero	Panama	Santa Marta, June 22, 2018	Juan Carlos Salazar Mercy Borbor	OTGA
Juan Gonzalez	Dominican Republic	Santa Marta, June 22, 2018	Juan Carlos Salazar Mercy Borbor	OTGA
Pier Maquilon	Ecuador	Santa Marta, June 22, 2018	Juan Carlos Salazar Mercy Borbor	OTGA
Nicolás Sueyro	Argentina	Santa Marta, June 22, 2018	Juan Carlos Salazar Mercy Borbor	OTGA

Adriana Gamboa	Venezuela	Santa Marta, June 22, 2018	Juan Carlos Salazar Mercy Borbor	OTGA
Carlos Hernandez	El Salvador	Santa Marta, June 22, 2018	Juan Carlos Salazar Mercy Borbor	OTGA
Alejandra Herrerias	Chile	Santa Marta, June 22, 2018	Juan Carlos Salazar Mercy Borbor	OTGA
Ricardo Jiménez	Perú	Santa Marta, June 22, 2018	Juan Carlos Salazar Mercy Borbor	OTGA
Sharl Narvet	Ecuador	Santa Marta, June 22, 2018	Juan Carlos Salazar Mercy Borbor	OTGA
Johan López	Colombia	Santa Marta, June 22, 2018	Juan Carlos Salazar Mercy Borbor	OTGA
Victoria Castillo	Colombia	Santa Marta, June 22, 2018	Juan Carlos Salazar Mercy Borbor	OTGA
Mercedes Meneses	Ministry of Foreign Affairs Chile	Santiago, Chile 24 June 2018	Carlos Hinojosa	Glacier Retreat
Gino Casassa	Universidad de Magallanes	Santiago, Chile 24 June 2018	Carlos Hinojosa	Glacier Retreat
Francisco José Ferrando	Universidad de Chile	Santiago, Chile 24 June 2018	Carlos Hinojosa	Glacier Retreat
Gonzalo Barcaza	Direccion General de Aguas, Chile	Santiago, Chile 24 June 2018	Carlos Hinojosa	Glacier Retreat
José Miguel Torres	CONAF, Chile	La Serena, Chile 25 June 2018	Carlos Hinojosa	BRESEP
Carlos Estevez	Direccion Genearl de Aguas, Chile	La Serena, Chile 25 June 2018	Carlos Hinojosa	Glacier Retreat
Mario Galvez	CONAF, Chile	Santiago, Chile 26 June 2018	Carlos Hinojosa	BRESEP
Gabriel Mancilla	CAZALAC	La Serena, Chile 25 June 2018	Carlos Hinojosa	IHP projects
Héctor Moreira	CAZALAC	La Serena, Chile 25 June 2018	Carlos Hinojosa	IHP projects
Jorge Núñez	CAZALAC	La Serena, Chile 25 June 2018	Carlos Hinojosa	IHP projects
Guido Soto	CAZALAC	La Serena, Chile 25 June 2018	Carlos Hinojosa	IHP projects

Manuel Soto	CAZALAC	La Serena, Chile 25 June 2018	Carlos Hinojosa	IHP projects
Gert Verreet	Government of Flanders	Telephone 6 April 2018	Carlos Hinojosa	FUST
Anil Mishra	UNESCO Hydrological Systems and Water Scarcity	Telephone 24 April 2018 and Paris, France 6 June 2018	Carlos Hinojosa	IHP projects
Miguel Clusener-Godt	UNESCO Man and the Biosphere Programme	Telephone 24 April 2018	Carlos Hinojosa	BRESEP
Maria Rosa Cardenas	UNESCO Man and the Biosphere Programme"	Telephone 24 April 2018 and Paris, France 12 June 2018	Carlos Hinojosa	BRESEP
Julian Barbière	UNESCO (IOC)	Paris, France 6 June 2018	Carlos Hinojosa	SPINCAM
Alejandro Iglesias Campos	UNESCO (IOC)	Brussels, Belgium 15 May 2018 Paris, France 6 June 2018	Carlos Hinojosa	SPINCAM
Peter Pissierssens	UNESCO (IOC/ IODE)	Oostende, Belgium 31 May 2018 and Paris, France	Carlos Hinojosa	OTGA
Claudia Delgado	UNESCO (IOC/ IODE)	Oostende, Belgium 31 May 2018 and Paris, France	Carlos Hinojosa	OTGA
Salvatore Mineo	UNESCO	Paris, France 5 April 2018	Carlos Hinojosa	FUST
Koen Verbist	UNESCO Hydrological Systems and Water Scarcity"	Paris, France 6 June 2018	Carlos Hinojosa	IHP projects
Salvador Vega	Ministry of Foreign Affairs Chile	Santiago, Chile 26 June 2018	Carlos Hinojosa	SPINCAM
Philip Van Avermaet	Head of Unit, Government of Flanders	Brussels, Belgium 14 May 2018	Carlos Hinojosa	FUST
Mr Dries Willems	General Representative of the Government of Flanders to OECD, Unesco and Council of Europe	Brussels, Belgium 14 May 2018	Carlos Hinojosa	FUST
Ambassador Mentor Villagómez, Secretary General	Permanent Commission of the Southeast Pacific	Brussels, Belgium 15 May 2018	Carlos Hinojosa	SPINCAM
Dr. Fernando Félix, Coordinator of the Action Plan of the Lima Convention)	Permanent Commission of the Southeast Pacific	Brussels, Belgium 15 May 2018	Carlos Hinojosa	SPINCAM



Mika Odido	IOC Coordinator in Africa IOC Sub Commission for Africa and the Adjacent Island States UNESCO Regional Office for Eastern Africa	Brussels, Belgium 16 May 2018	Carlos Hinojosa	OTGA
Greg Reed	UNESCO/IOC (consultant)	Oostende, Belgium	Carlos Hinojosa	OTGA
Paula Sierra	INVEMAR, Santa Marta, Colombia OTGA RTC coordinator	Brussels, Belgium 17 May 2018	Carlos Hinojosa	OTGA
Antonio Hogueane	UEM, Mozambique OTGA RTC coordinator	Brussels, Belgium 17 May 2018	Carlos Hinojosa	OTGA
Harrison On'ganda	KMFRI, Mombasa, Kenya OTGA RTC coordinator	Brussels, Belgium 17 May 2018	Carlos Hinojosa	OTGA
Cesar Toro	Head, IOCARIBE Sec	Brussels, Belgium 16 May 2018	Carlos Hinojosa	OTGA
Martha Arteaga	Ministry of Environment and Sustainability, Colombia	Brussels, Belgium 15 May 2018	Carlos Hinojosa	SPINCAM
Xavier Santillan	Ministry of the Environment Ecuador	Brussels, Belgium 15 May 2018	Carlos Hinojosa	SPINCAM
Eduardo Polo,	Director Coastal and Seas, Ministry of Environment, Panama	Brussels, Belgium 15 May 2018	Carlos Hinojosa	SPINCAM
Delia Coello	National Biodiversity Directorate, Ministry of Environment (MAE), Ecuador	Brussels, Belgium 17 May 2018	Morgane Veillet Lavallée	BRESEP
Rosario Barrera	National Service for Protected Areas (SERNANP), Peru	Brussels, Belgium 17 May 2018	Morgane Veillet Lavallée	BRESEP
Andrea Ramírez	Directorate of Coastal Marine Affairs and Water Resources., Ministry of Environment and Sustainable Development	Bogotá, Colombia, 11 July 2018	Juan Carlos Salazar	BRESEP
Fanny Sierra	International Affairs Office, Ministry of Environment and Sustainable Development	Bogotá, Colombia, 11 July 2018	Juan Carlos Salazar	BRESEP
Martha Arteaga	Coastal Marine Information and Community Participation, Ministry of Environment and	Bogotá, Colombia, 11 July 2018	Juan Carlos Salazar	BRESEP

	Sustainable Development			
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## Appendix C Interview guidelines

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The following list of questions has been prepared with the purpose of structuring the face to face and telephone interviews to be conducted as part of this evaluation. They have been developed on the basis of the evaluation questions included in the original evaluation Terms of Reference. While this list represents the standard set of interview questions, the evaluation team will prepare a more tailored interview guidelines for the different types of FUST stakeholders to be contacted (e.g. project officers, researchers, partners of selected projects, members of FUST Steering Committee, other Flemish government representatives, other UNESCO HQ representatives, project beneficiaries). These interview guidelines don't include questions on the relevance and adequacy of the FUST funding mechanisms given that these question will only be addressed with a handful of FUST-level stakeholders :

### **FUST evaluation interview guidelines**

**Name and position of interviewee:**

**Name of interviewer:**

**Date, type and place of interview:**

#### **Relevance**

- Please explain how the project and project partnership came to be and what are the general objectives? What is the 'knowledge gap' that your project aims to fill?
- Could this project have been implemented without the support of FUST? (yes, no, yes but in a different fashion)
- Have the project objectives / partnership undergone any significant changes since it was launched? Why?
- Why did your organization decide to engage in the delivery of this project?
- In what ways would you say the project is relevant / necessary given the current [respective region] context?
- Did the project design phase include any stakeholder and beneficiary analysis/ consultations? If not, how did you ensure stakeholder / beneficiary needs were taken into account and reflected in project objectives?
- How do you see your project strengthening ties with the Flemish scientific community in your field of action?
- Could you explain the links between project objectives and general Programme (i.e. IOC, MAB, IHP) objectives?
- Do you see any links between the project objectives and a specific SDG? For instance, has there been particular consideration of disadvantaged/underserved groups?

#### **Efficiency and governance**

- Could you please describe how the project is managed and steered (mention numbers if possible in terms of financial and human resources)? Are all relevant stakeholders involved in the steering mechanisms? Who is not but could/should be involved in either governance or implementation.
- Please explain what has been the role of the Government of Flanders in the management and steering of the project? Has this role added value? In which ways?
- What is the role of your organization in project management? Are you comfortable with this role and according to you is it the most adequate?

- What is the role of your organizations in project governance and steering? Are you comfortable with this role and according to you is it the most adequate?
- What is your perception of the quality of project governance, management and steering?
- Do you consider the resources allocated to project management and steering to be sufficient to achieve project goals?
- What has been the role of UNESCO entities, Cat II Centres and flagship programmes in the delivery of the project? Do you think that these entities could do more to improve the quality of project performance / delivery?
- How would you evaluate the quality and efficiency of exchanges with UNESCO representatives/project officers/researchers/other local partners?
- To what extent have partnerships been developed? Have these been fruitful? Has the cooperation with implementing partners been smooth and to what extent has it contributed to/hindered to the results or success of the project?
- Have M&E tools and processes been used and implemented as part of the project? Have these contributed to project steering and management?

### **Effectiveness / signs of impact**

- To what extent has the project managed to deliver and achieve all of the results it set out to achieve in the beginning? How can delays and differences be explained?
- What do you consider to be some of the ‘flagship’ results of the project?
- Do you have any evidence that the project has generated any tangible changes beyond the immediate circle or community of project stakeholders (i.e. policy changes, capacity changes, new tools being used etc.)?
- Have there been any unintended project results (positive or negative)?
- What do you think are the main factors which make this project (un) successful? Mention the opportunities and challenges you've encountered since the beginning of FUST phase IV, up until now?
- Can you please describe the monitoring and evaluation mechanisms which have been put in place by the project to oversee project evolution and delivery? Do you consider these to be sufficient? Have so far any corrective measures been necessary?
- Did the project leverage external synergies and partnerships to enhance its objectives and activities in some way? Why / why not?
- Who are the other organizations working in this specific thematic field in the region (i.e. local /regional NGOs)? Do you cooperate with them? Are there any other potentially relevant partners that have so far not been approached but should be involved in the future?

### **Sustainability**

- Do you see any potential for scaling up or replication of project results in other contexts?
- Are you aware of the recommendations applicable to your project as the result of previous evaluations? If so, to what extent have these been useful and led to improvements ?
- What initiatives have been taken by the project to ensure the results are sustainable (politically, financially, institutionally) over time and may be replicated elsewhere? Do you have any evidence of this already happening?
- What are the key communication measures and tools to enhance visibility of the project and its results? Has your project contributed to UNESCO and Government of Flanders visibility, if yes, how?

### **Recommendations**

- If you were to start the project again, what would you do differently from the outset? Any changes you would foresee to the project design and/or implementation/or to better ensure follow up and sustainability?
- What is the current and future potential of the project to contribute to the 2030 Agenda? Have project stakeholders and partners given any thought to this? Has the adoption of the SDG Agenda influenced any aspect of the project?
- Do you think the FUST cooperation should be renewed for a phase V? Why (yes/not)? What aspects of it could be improved? Where would you see its focus be positioned within the SDG Agenda?
- Do you think there are other thematic areas related to the management of natural resources in [the specific region] that should be the priority subject of a new project for FUST phase V?

## Appendix D List of documentary and data sources collected during the inception phase and consulted in the framework of the evaluation

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- Various strategic documents:
  - Flanders/UNESCO Science Trust Fund agreement and previous fund-in-trust arrangements;
  - Medium term strategy C/4
  - UNESCO Programme and Budget C/5
  - UNESCO Priority Gender Equality Action Plan
  - [UNESCO Priority Africa](#) Operational Strategy
  - 2030 Agenda for Sustainable development
- Documents describing inputs, activities and results such as annual reports, evaluations, work programmes and other relevant documentation:
  - Minutes of the meetings of the relevant Steering Committees between the donor agency and UNESCO;
  - Minutes of the meetings of the Steering Committees of individual projects;
  - Key data from UNESCO's monitoring and evaluation system (SISTER);
  - Project documents (information brochures, annual, progress and final reports among other) for the following projects: glacier retreat, MWAR-LAC, OTGA, SPINCAM, Water security
  - Communication documents: national/regional brochures, posters, multimedia products, media coverage, ... ;
  - DG report on activities Analytical Programme Implementation report (APIR) 204 EX/4 Part I, C/3;
  - Independent external evaluation of the Flanders/UNESCO Science Trust Funds (FUST) Phase IV, (2014-2018)Independent external evaluation of the Flanders/UNESCO Science Trust Funds (FUST) Phase IV, (2014-2018)
  - Independent external evaluation of the Flanders/UNESCO Science Trust Funds (FUST) Phase IV, (2014-2018)Independent external evaluation of the Flanders/UNESCO Science Trust Funds (FUST) Phase IV, (2014-2018)
  - Independent external evaluation of the Flanders/UNESCO Science Trust Funds (FUST) Phase IV, (2014-2018)
  - Evaluation of Independent external evaluation of the Flanders/UNESCO Science Trust Funds (FUST) Phase IV, (2014-2018)
  - Independent external evaluation of the Flanders/UNESCO Science Trust Funds (FUST) Phase IV, (2014-2018)
  - Evaluation of UNESCO Flanders Trust Fund (FUST) Phase I (1999-2002)
  - Relevant documents from UNESCO General Conference
  - FUST website (<http://fust.iode.org>)
  - Website of the *Ocean Science* event in May (<http://www.fustoccean.org/>)
  - UNESCO SC Website
- Other documents deemed important by the evaluation reference group
  - UNEG Code of Conduct for Evaluation in the UN system
  - UNEG Ethical Guidelines for Evaluation

- Integrating Human Rights and Gender Equality in Evaluations



## Appendix E Evaluation timeline

Figure 3 Evaluation timeframe

	1-avr.	8-avr.	15-avr.	22-avr.	29-avr.	6-mai	13-mai	20-mai	27-mai	3-juin	10-juin	17-juin	24-juin	1-juil.	8-juil.	15-juil.	22-juil.	29-juil.	5-aout	12-aout	19-aout	26-aout	2-sept.	9-sept.	16-sept.	
	April				May				June				July				August				September					
Phase 1: Inception																										
Kick off meeting with reference group at UNESCO HQ	RG 1																									
Interviews at UNESCO HQs																										
Desk Study																										
Inception report and inception meeting					D1																					
Phase 2 : Field visits and data collection among key stakeholders																										
Interviews with key stakeholders																										
Bxls field visit: interview Flemish government, “FUST Oceans” event and the meeting of the steering group of the OTGA project in May 2018 (4,5days)																										
Field visit to IOC/IODE office is Ostend																										
Field visit to Ecuador for the IOC SPINCAM project /																										
Field visit in Chile for IHP projects / BRESEP																										
Field visit in Colombia for MAB project BRESEP and IOC SPINCAM project / OTGA																										
Drafting of short field visit report (1-2 pages)																										
Phase 3 : Final reporting of conclusions and recommendations																										
Workshop with evaluation reference group to share draft conclusions and recommendations															W											
Draft evaluation report																		D2					D3	D4	D5	D6
Final evaluation report																										

RG: Reference group meeting

D: Deliverable

## Appendix F List of projects supported under FUST phase IV

<b>Title</b>	<b>Sector</b>	<b>Budget Valid from</b>	<b>Budget Valid to</b>	<b>Completed on</b>	<b>Total Allocation (in \$ USD)</b>
Enhancing Natural Hazards resilience in South America (ENHANS)	SC - Natural sciences	06/11/2014	01/01/2018	31/12/2017	500 000
Biosphere Reserves as a Tool for Coastal and Island Management in the South-East Pacific Region (BRESEP)	SC - Natural sciences	01/07/2014	31/12/2018		1 034 290
ADDRESSING WATER SECURITY: CLIMATE IMPACTS AND ADAPTATION RESPONSES IN AFRICA, ASIA AND LAC	SC - Natural sciences	19/05/2014	31/12/2018		661 896
The impact of glacier retreat in the Andes: International Multidisciplinary Network for Adaptation Strategies	SC - Natural sciences	15/02/2012	31/12/2018		440 000
Needs assessment for Climate Services for improved Water Resources Management in vulnerable regions to Southern Africa	SC - Natural sciences	18/11/2016	31/12/2018		50 000
Enhancing Climate Services for Improved Water Resources Management in Vulnerable Regions to Climate Change: Case studies from Africa and Latin America and the Caribbean	SC - Natural sciences	16/11/2017	13/11/2020		641 296
DIPS-4-Ocean Assessments: Development of Information Products and Services based on OBIS and HAEDAT to support the WOA, IPBES and a Global HAB Status Report	IOC - Intergovernmental Oceanographic Commission	09/05/2014	31/12/2019		449 900
PRE-SPINCAM3: Preparatory work in view of the launching of SPINCAM III Project and coordination with other FUST Projects in the LAC region	IOC - Intergovernmental Oceanographic Commission	27/10/2016	01/01/2018		48 956
The OceanTeacher Global Academy	IOC - Intergovernmental Oceanographic Commission	09/05/2014	31/12/2018		2574 090
Caribbean Marine Atlas Phase 2 (CMA2)	IOC - Intergovernmental Oceanographic Commission	19/05/2014	31/12/2018		935 440
SPINCAM 3 (Phase I) - An integrative approach for coastal and marine ecosystems	IOC - Intergovernmental	26/08/2016	30/04/2019		549 000

towards a sustainable blue growth	Oceanographic Commission				
UNESCO Science Report 2015 - The Executive Summary	SC - Natural sciences	15/07/2015	30/09/2016	11/01/2017	22 000
Ocean Sustainability in the Twenty-first Century: A Book	SC - Natural sciences	01/07/2014	30/09/2016	30/03/2016	22 000
Review and consolidation of ODINAFRICA services and products 1989-2014 (ODINAFRICA-Connect).	SC - Natural sciences	01/10/2014	03/11/2017	13/01/2017	35 257
World Ocean Day 2015	SC - Natural sciences	27/05/2015	18/10/2016	30/09/2015	27 500
MSP2017 - 2nd International Conference on Marine Spatial Planning	SC - Natural sciences	27/10/2016	31/12/2017	30/06/2017	42 900
FETWater Phase III - A Preparatory meeting	SC - Natural sciences	23/05/2014	18/10/2016	08/07/2016	16 377

## Appendix G Detailed presentation of the selected evaluation projects

### G.1 Managing Water Resources in Arid and Semi-Arid Regions of LAC (MWAR –LAC)

<b>Beneficiary countries:</b>	Countries of Latin America and the Caribbean(LAC)
<b>Fast phase(s):</b>	III, IV (completed in 2016)
<b>Estimated Budget:</b>	3412.09 USD
<b>Project officer:</b>	Anil Mishra
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• Water Centre for Arid and Semi-Arid Zones in Latin America and the Caribbean (CAZALAC)</li> <li>• PROCISUR: Irrigation Platform</li> <li>• Inter American Institute for Global Change Research</li> <li>• Institute for Water Resources, USACE</li> <li>• EUROCLIMA Project</li> <li>• International Research Institute for Climate and Society, University of Columbia</li> <li>• Centro Internacional para el Fenómeno del Niño (CIIFEN)</li> <li>• ICIWaRM, USA</li> <li>• United Nations Convention to Combat Desertification and Drought</li> <li>• Ghent University, Belgium, UNESCO Chair on Eremology</li> <li>• Universidad Mayor San Andres, Bolivia</li> <li>• General Water Directorate, University of La Serena, and University of</li> <li>• Concepcion, Chile</li> <li>• Universidad Autónoma de Baja California, Water Centre for Latin America and the Caribbean, Monterrey, and Instituto Mexicano de Tecnología del Agua, Mexico</li> <li>• Universidad Central de Venezuela, UNELLEZ-VIPI, Venezuela</li> <li>• Universidad de Córdoba, Argentina</li> <li>• Universidad de Río Cuarto, Argentina</li> <li>• Universidad de Buenos Aires, Argentina</li> <li>• Universidad Nacional Mayor de San Simón, Perú</li> <li>• Instituto Nacional de Investigación Agropecuaria, Uruguay</li> <li>• Universidad de Alagoas, Brasil</li> <li>• Universidad Nacional de Colombia, Colombia</li> <li>• National Committees of IHP in the LAC member states</li> </ul>
<b>Context:</b>	<p>Across the globe, arid and semiarid areas face the greatest pressures in their limited freshwater resources. Under-developed or developing countries are particularly vulnerable to the water crisis (35.5% of Latin-American territory is composed of arid, semiarid and sub-humid regimes).</p> <p>There is a consensus that water problems are largely a governance problem. From this point of view, integrated management of water resources represents the response to a problem that may be the basis of the sector's difficulties: the lack of effective water governance.</p>
<b>Objectives:</b>	<ul style="list-style-type: none"> <li>• Encourage actions aimed at increasing water governance in pilot areas;</li> <li>• Encourage the inclusion of climate change information in water management;</li> </ul>

	<ul style="list-style-type: none"> <li>Support the adoption of systems aimed at assessing and increasing water supply;</li> </ul>
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Source: MWAR project document

## G.2 The Impact of Glacier Retreat in the Andes: International Multidisciplinary Network for Adaptation Strategies

<b>Beneficiary countries:</b>	Argentina, Bolivia, Chile, Colombia, Ecuador, Peru, Venezuela
<b>Fust phase(s):</b>	III, IV
<b>Estimated Budget:</b>	4400.00 USD
<b>Project officer:</b>	Anil Mishra
<b>Partners:</b>	FAO Mountain partnership, Working Group on Snow, Ice and Glaciers
<b>Context:</b>	In the Andes, runoff from glaciated basins is an important element of the regional water budget and is essential to the integrity of mountain ecosystems. Glaciers play an important role in freshwater regulation, ensuring year-round water flows for agriculture, potable water, power generation, the extractive and processing industry and the stability of mountain biomes including the conservation of biological diversity. Thus, glacier retreat in the Andes places in doubt the sustainability of current patterns of water use and ultimately the viability of the economies and ecologies of glaciated basins and may also have wider impacts on the entire Andes and its land use.
<b>Objectives:</b>	<ul style="list-style-type: none"> <li>Reduce uncertainty by customizing global climate change scenarios as well as water availability and demand scenarios for the Andean region;</li> <li>Raise awareness and enhance capacities to assess, monitor and communicate the impacts of climate change on natural and socio-economic environments</li> <li>Develop strategies and policy guidelines to strengthen the role of local communities;</li> <li>Facilitate and strengthen ongoing research in the region;</li> <li>Provide specialised education and training at tertiary, middle level technician level, and review and strengthen the education of the local communities.</li> </ul>

Source: Project Document Form for “The Impact of Glacier Retreat in the Andes” project

## G.3 Addressing Water Security: climate impacts and adaptation responses in Africa, Asia and LAC

<b>Beneficiary countries:</b>	Africa, Asia, Europe, Latin America and the Caribbean
<b>Fust phase(s):</b>	IV
<b>Estimated Budget:</b>	661,895.60 USD
<b>Project officer:</b>	Anil Mishra
<b>Partners:</b>	<ul style="list-style-type: none"> <li>Imperial College of London</li> <li>Water Centre for Arid and Semi-arid Zones of Latin America and the Caribbean (CAZALAC)</li> <li>Universidad Mayor de San Andres, Bolivia</li> <li>AGRHYMET, NIGER</li> <li>United Nations Environmental Programme (UNEP)</li> <li>Food and Agricultural Organization (FAO) Mountain Partnership Secretariat (MPS), Andean Climate Change Interamerican Observatory Network (ACCIÓN);</li> </ul>

	<ul style="list-style-type: none"> <li>• Consorcio para el ecodesarrollo de la región andina (CONDESAN) Ecuador;</li> <li>• International Centre for Integrated Mountain Development (ICIMOD);</li> <li>• Central Asian Regional Glaciological Centre Almaty, Kazakhstan;</li> <li>• KULeuven (Belgium);</li> <li>• Ghent University (Belgium).</li> </ul>
<b>Context:</b>	In the context of climate change, the project aims at implementing activities that focus on developing adaptation strategies to achieve water security. Indeed, the great challenge for the water resources community is to identify appropriate and timely adaptation measures in a continuously changing environment. The project focuses on vulnerable regions such as mountains, and arid and semi-arid regions.
<b>Objectives:</b>	<ul style="list-style-type: none"> <li>• Develop a set of benchmarks on vulnerabilities and adaptive capacities in the context of Climate change, particularly for the mountainous regions, based on the case studies of the IHP projects (MWAR-LAC and Andean Glacier);</li> <li>• Generate evidence-based knowledge for adaptation strategies to address water security;</li> <li>• Raise awareness and enhance capacities to assess, monitor and communicate the impacts of and responses to climate change on natural and socio-economic environments at local, national and regional level;</li> <li>• Develop strategies and policy guidelines considering vulnerabilities, opportunities and potentials for adaptation, with particular reference to strengthening the role of local communities;</li> <li>• Facilitate, strengthen and develop coordination with the on-going research activities in the different regions;</li> <li>• Provide a global forum to discuss key findings from regional workshops and initiatives in order to develop a worldwide statement on climate change adaptation in mountainous regions;</li> <li>• Generate and share information and knowledge about the environment in mountain societies, promote a policy dialogue with local stakeholders, national governments and regional bodies, and strengthen human and institutional capital to promote the training of new leaders in order to contribute to sustainable development of water resources impacted by climate change.</li> </ul>

Source: Project Progress Report, 2017

#### G.4 Biosphere Reserves as a Tool for Coastal and Island Management in the South-East Pacific Region (BRESEP)

<b>Beneficiary countries:</b>	South-East Pacific Coast of Chile, Colombia, Ecuador, Panama and Peru
<b>Fust phase(s):</b>	IV
<b>Estimated Budget:</b>	1,034,290 USD
<b>Project officer:</b>	Miguel Clüsener-Godt & María Rosa Cardenas
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• In Chile: National Forestry Corporation (CONAF)</li> <li>• In Colombia: Ministry of Environment and Sustainable Development (MINAMBIENTE) and the Institute of Environmental Research in the Pacific (IIAP)</li> </ul>

	<ul style="list-style-type: none"> <li>• In Ecuador: National Biodiversity Directorate, Ministry of Environment (MAE)</li> <li>• In Panama: Ministry of Environment (MiAmbiente) and World Wildlife Fund-Panama</li> <li>• In Peru: National Service for Protected Areas (SERNANP)</li> </ul>
<b>Context:</b>	The project was born from a need to strengthen existing biosphere reserves in coastal zones and islands in the South-East Pacific, and to strengthen cross-border political cooperation between countries by doing so.
<b>Objectives:</b>	<ul style="list-style-type: none"> <li>• Promote biosphere reserves as a tool of sound innovative practices from a social, cultural and environmental viewpoint, with a view to bringing added value to local socio-economic activities and, in this way, improve the livelihoods of the region's population.</li> <li>• Build the capacities of the actors involved and create a collaborative network between the five participating countries to compare information, knowledge and experience on themes such as loss of biodiversity, marine and coastal management, and improvement in the standard of living of the population through local, sustainable socio-economic activities.</li> </ul>

Source: Project Progress Report, 2017

## G.5 Southeast Pacific data and information network in support to integrated coastal area management: SPINCAM II (2012-2016) & SPINCAM III-Phase 1 (2017-2019)

<b>Beneficiary countries:</b>	Southeast Pacific: Chile, Colombia, Ecuador, Panama, Peru
<b>First phase(s):</b>	II, III, IV
<b>Estimated Budget:</b>	800.000 USD for SPINCAM II 549.000 USD for SPINCAM III-Phase 1
<b>Project officer:</b>	Julian Barbière, Alejandro Iglesias-Campos
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• Permanent Commission for the Southeast Pacific (CPPS)</li> <li>• Ministries of Environment, Fisheries and Foreign Affairs of Chile</li> <li>• Ministry of Environment of Colombia</li> <li>• INVEMAR Research Institute</li> <li>• Ministry of Environment of Ecuador</li> <li>• Navy of Ecuador,</li> <li>• Ministry of Environment of Panama</li> <li>• Water Resources Authority of Panama</li> <li>• Ministry of Environment of Peru</li> <li>• Peruvian Marine Institute</li> <li>• Peruvian Navy</li> </ul>
<b>Context:</b>	<p>Integrated Coastal Area Management (ICAM) is a continuous and dynamic process that permits harmonization and coordination among institutions and user groups with authority and interests in coastal areas and resources, aiming for the sustainable use, development, and protection of coastal and marine areas and resources.</p> <p>Countries in LAC are at different stages of implementation and different institutional models are in place in the regions with regards to ICAM. In some cases, national ICAM strategies, policies or legislation exist, but they are not being adequately implemented. A reflection of this situation is that ICAM initiatives in the region are focused on the local level, and, moreover, they are generally triggered by natural or human disasters and/or severe coastal conflicts. There is also a lack of proactive policies for the sustainable development of coastal areas.</p>



<b>Objectives:</b>	<ul style="list-style-type: none"> <li>• To strengthen the national and regional ICAM indicators frameworks as an aid to decision making</li> <li>• To further coordinate and integrate national marine/coastal data and information systems, through the IODE national oceanographic data centres as well as other national data systems, and in close cooperation with relevant IODE projects, into a regional data and information system, and with special emphasis on data quality, archival and preservation;</li> <li>• To design and implement a strategy for dissemination and awareness of the ICAM indicator framework for local and regional actors;</li> <li>• To promote continuous training to strengthen institutional capacities, the use of indicator-based assessments, and the development and maintenance of the SPINCAM information and data management system.</li> </ul>
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Source: SPINCAM II Project Proposal, SPICAM III project document

## G.6 Ocean Teacher Global Academy (OTGA)

<b>Beneficiaries:</b>	<p>All IOC Member States.</p> <p>More specifically, the project targets:</p> <ul style="list-style-type: none"> <li>• Staff of marine research institutions and related facilities;</li> <li>• Staff of government departments involved with marine science and services;</li> <li>• Marine related practitioners (Government and Private Sector);</li> <li>• University students (marine science and related disciplines)</li> </ul>
<b>Fust phase(s):</b>	IV
<b>Estimated Budget:</b>	2,594,090 USD
<b>Project officer:</b>	Peter Pissierssens & Claudia Delgado
<b>Partners:</b>	OTGA Regional Training Centres (RTCs) in Colombia, India, Kenya, Malaysia, Mozambique and Senegal
<b>Context:</b>	<p>The project was born from a necessity to train oceanographers in data management (measuring observations, quality control, reporting metadata, completing databases) in an organized manner, and to increase training capacity in developing countries.</p> <p>It aims at building equitable capacity related to ocean research, observations and services in all IOC Member States.</p>
<b>Objectives:</b>	<ul style="list-style-type: none"> <li>• Promote the establishment and assist with the start-up of Regional Training Centres that will plan, organize and implement training courses that are of relevance and serve needs within their region;</li> <li>• Promote the use of local experts as Lecturers and training assistants by the Regional Training Centres;</li> <li>• Promote the collaboration between the Regional Training Centres by enabling (through advanced information technology) lecturers from multiple regions to contribute to lectures;</li> <li>• Further develop the OceanTeacher Learning Management System to cover multiple IOC (and associates) programmes.</li> </ul>

Source: Progress report Project 513GLO2033: OceanTeacher Global Academy 9/2016-9/2017; The Ocean Teacher Global Academy Project proposal, Version 4 02/9/2013

## Appendix H Assessment of project performance frameworks and monitoring procedures

Table 8 Assessment of project performance frameworks and monitoring procedures

Project	Existence of a performance framework <sup>35</sup> , in line with project objectives	Quality of indicators and use of baseline and target values	Use of gender indicators	Frequency and quality of reporting and monitoring performance framework	Final report	Recommendations
<b>OTGA (IOC)</b>	<ul style="list-style-type: none"> <li>Detailed project document (ad-hoc format) from 02/09/2013 does not include performance framework</li> <li>General and specific project goals are well described in the project proposal</li> <li>Project document (SISTER) includes table with expected results and related indicators (three expected results)</li> </ul>	<ul style="list-style-type: none"> <li>Performance indicators appear to be more project implementation milestones than an actual indication of the change the project expects to generate</li> <li>No indicators available for expected outcomes or impact</li> <li>No indicators defined at the RTC level</li> </ul>	<ul style="list-style-type: none"> <li>No</li> </ul>	<ul style="list-style-type: none"> <li>The project document only foresees assessments at the RTC level (not at the project level)</li> <li>Project steering group meetings regularly took place where updates of project progress were presented</li> <li>No evidence identified of monitoring of KPIs described in the project document</li> </ul>	<ul style="list-style-type: none"> <li>No final report identified</li> </ul>	<ul style="list-style-type: none"> <li>Develop a clearer and more structured log frame and performance framework</li> <li>Increase capacity to monitor outcomes / impacts generated by the project (e.g. use of outcome KPIs and monitoring techniques)</li> <li>Develop RTC performance framework including indicators to be monitored at the RTC level</li> <li>Implement end of project evaluation (independent and external)</li> </ul>
<b>SPINCAM (IOC)</b>	<ul style="list-style-type: none"> <li>Detailed SPINCAM II project proposal (ad-hoc format) defines detailed expected outcomes, activities and performance objectives for each project work package; and clearly</li> </ul>	<ul style="list-style-type: none"> <li>No values / baselines are defined for performance indicators in the SPINCAM II detailed project proposal</li> <li>SPINCAM II detailed project proposal performance</li> </ul>	<ul style="list-style-type: none"> <li>No</li> </ul>	<ul style="list-style-type: none"> <li>No description of M&amp;E procedures found in SPINCAM II project documents</li> <li>A mid-term project report is said to be produced for SPINCAM III in month 24, but it's not certain this has been the case</li> </ul>	<ul style="list-style-type: none"> <li>A final narrative report of SPINCAM II has been produced. It provides a detailed account of the performance</li> </ul>	<ul style="list-style-type: none"> <li>SPINCAM II: Streamline indicators (i.e. reduce number) and include outcome / impact indicators as well.</li> <li>Clearly linked expected activities / outputs, to</li> </ul>

<sup>35</sup> Expected results and outputs/deliverables table in section 1.4 of project proposal template

	<p>defined expected results.</p> <ul style="list-style-type: none"> <li>• SPINCAM III project document (SISTER) describes overall and specific objectives, but not performance framework developed beyond the outputs / milestones level</li> <li>• SPINCAM III project document presents a logical framework linking WP to specific objectives</li> </ul>	<p>indicators are output oriented for the most part</p> <ul style="list-style-type: none"> <li>• No values / baselines are defined for performance indicators in the SPINCAM III, only deliverables and project milestones.</li> </ul>		<ul style="list-style-type: none"> <li>• Detailed progress reports were produced for both projects, in some cases reporting was done on the basis of the log frames included in the project documents</li> <li>• Limited use of quantitative data to illustrate progress towards expected results</li> </ul>	<p>indicators defined in the project proposal. All focus is on project activities and outputs.</p> <ul style="list-style-type: none"> <li>• A final project report is expected to be produced at month 48 of the SPINCAM III project</li> </ul>	<p>expected outcomes and their related indicators</p> <ul style="list-style-type: none"> <li>• Increase capacity to monitor outcomes / impacts generated by the project</li> <li>• Implement end of project evaluation (independent and external)</li> </ul>
<b>BRESEP (MAB)</b>	<ul style="list-style-type: none"> <li>• The BRESEP document described a framework of indicators for integrated coastal management at the national and regional levels.</li> <li>• General and specific project goals are clearly described in the project proposal</li> <li>• Objectives aligned with the SPINCAM and ICAM project.</li> <li>• Project document includes table with expected results and related performance indicators.</li> </ul>	<ul style="list-style-type: none"> <li>• Project objectives are not always reflected in the performance framework and related indicators.</li> <li>• Description of baseline is implicit in the BRESEP project proposal</li> <li>• BRESEP detailed project proposal performance indicators are output oriented e.g. number of submissions and extensions.</li> <li>• Performance indicators were defined for expected result and activities.</li> <li>• ICAM-related goals are not reflected in project performance framework.</li> </ul>	<ul style="list-style-type: none"> <li>• Gender indicators are mentioned in the performance framework in the project proposal. However they are mentioned as means of verification rather than as performance indicators or targets. These have not been monitored or accounted for.</li> <li>• However, there is no qualitative or quantitative targets or baselines</li> </ul>	<ul style="list-style-type: none"> <li>• Project steering group meetings (5) took place where updates of project progress were presented, using those documents as a part of the M&amp;E process.</li> <li>• BRESEP reported outputs/results as training courses on biosphere reserves, as well as products and services, which were identified as performance indicators in the proposal.</li> <li>• A detailed progress report has been produced, describing meetings and workshops. Most of the information is qualitative and anecdotal in nature.</li> <li>• The project report identified challenges and difficulties encountered during the project development as a monitoring.</li> <li>• The performance framework describe in the project proposal has not been used in all reporting activities.</li> </ul>	<ul style="list-style-type: none"> <li>• No final BRESEP report has been produced as of yet.</li> </ul>	<ul style="list-style-type: none"> <li>• Better define links between expected activities / outputs, and expected outcomes and their related indicators</li> <li>• Increase capacity to monitor outcomes / impacts generated by the project, and not only outputs.</li> <li>• Conduct monitoring and reporting on the basis of original project performance framework.</li> <li>• Better reflect links between BRESEP and SPINCAM in the performance framework and monitoring</li> </ul>
<b>Glacier retreat (IHP)</b>	<ul style="list-style-type: none"> <li>• General project document (Project Document Form)</li> </ul>	<ul style="list-style-type: none"> <li>• Performance Indicators (PI) and associated Target (T)</li> </ul>	<ul style="list-style-type: none"> <li>• The project does not make use of gender</li> </ul>	<ul style="list-style-type: none"> <li>• No detailed description of M&amp;E procedures / plans found in</li> </ul>	<ul style="list-style-type: none"> <li>• A publicly available accomplishment</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a clearer and more structured log frame and performance framework. Better link</li> </ul>

	<p>does not include performance framework and KPIs. The progress reports do.</p> <ul style="list-style-type: none"> <li>General development objective, specific project goals and expected results are well described in the project document. A detailed description of activities is also included.</li> <li>At the inception meeting in Lima in 2012, no indicators were established either.</li> </ul>	<p>are reported in two fo the three progress reports provided.</p> <ul style="list-style-type: none"> <li>KPIs only reflect activities and ouputs, rather than outcomes.,</li> </ul>	<p>performance indicators.</p> <ul style="list-style-type: none"> <li>The accomplishment report / progress reports do provide data on women's participation in one of the workshops held in the implementation of the project.</li> </ul>	<p>Glacier Retreat project documents.</p> <ul style="list-style-type: none"> <li>Two progress reports in addition to a final accomplishment report have been produced. These reports focus mainly on the qualitative description of implementation activities, most of them related to project execution milestones. They also provide an overview of project outputs (e.g. seminars, papers, platforms) and related output indicators.</li> </ul>	<p>report, for the period 2012-2016 was produced in 2017, which included a short overview of project outcomes and deliverables.</p> <ul style="list-style-type: none"> <li>Some quantitative data is presented but not measured against intended goals.</li> </ul>	<p>project activities to expected outcomes and impact.</p> <ul style="list-style-type: none"> <li>Better link project activities among them.</li> <li>Conduct monitoring and reporting on the basis of original project performance framework.</li> <li>Increase capacity to monitor outcomes / impacts generated by the project (e.g. use of outcome KPIs and monitoring techniques)</li> </ul>
<b>MWAR LAC (IHP)</b>	<ul style="list-style-type: none"> <li>General project document (Project Document Form) does not include performance framework and KPIs. The progress reports do.</li> <li>General development objective, specific project goals and expected results are well described in the project document. A detailed description of activities / expected outputs of each of the 7 sub-projects envisaged as part of the project, is also included.</li> <li>The links across project activities (e.g. how they all contribute to</li> </ul>	<ul style="list-style-type: none"> <li>Performance Indicators (PI) and associated Target (T) are reported in two fo the three progress reports provided.</li> <li>The majority of KPIs only reflect activities and ouputs, rater than outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>The project does not make use of gender performance indicators.</li> <li>The annual report and final report indicate data on women's participation in the implementation of the project</li> </ul>	<ul style="list-style-type: none"> <li>No detailed description of M&amp;E procedures found in MWAR LAC project documents.</li> <li>Two progress reports in addition to a final accomplishment report have been produced. These reports focus mainly on the qualitative description of implementation activities, most of them related to project execution milestones. They also provide an overview of project outputs (e.g. seminars, papers, platforms) and related output indicators.</li> <li>Some data is provided on outcome-related issues such as geographic distribution and level of use of on-line tools developed by the project (i.e.simple web metrics).</li> </ul>	<ul style="list-style-type: none"> <li>A publicly available accomplishment report, for the period 2012-2016 was produced in 2017, which included an overview of project outcomes and deliverables.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a clearer and more structured log frame and performance framework. Better link project activities to expected outcomes and impact.</li> <li>Better link project activities among them.</li> <li>Conduct monitoring and reporting on the basis of original project performance framework.</li> <li>Increase capacity to monitor outcomes / impacts generated by the project (e.g. use of outcome KPIs and monitoring techniques)</li> </ul>

	<p>reaching a common objective) is not clear</p> <ul style="list-style-type: none"> <li>Regarding Project Monitoring, Reporting and Evaluation, a very short mention is made in the project document related to the outcomes of the workshop and a plan for further actions.</li> </ul>					
<b>Water Security (IHP)</b>	<ul style="list-style-type: none"> <li>General project document (Project Document Form) does not include performance framework and KPIs. The progress reports do.</li> <li>General development objective, specific project goals and expected results are well described in the project document. A detailed description of activities is also included.</li> <li>Regarding Project Monitoring, Reporting and Evaluation, a very short mention is made in the project document related to the outcomes of the workshop and a plan for further actions.</li> <li>At the inception meeting in Paris in 2015, no performance indicators were established.</li> </ul>	<ul style="list-style-type: none"> <li>Performance Indicators (PI) and associated Target (T) are reported in two of the three progress reports provided.</li> <li>The majority of KPIs only reflect activities and outputs, rather than outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>The project does not make use of gender performance indicators.</li> <li>Women participations are reported in annual reports.</li> <li>Gender indicators are included in relation to women's participation in the forum held in Paris in October 2017</li> </ul>	<ul style="list-style-type: none"> <li>No detailed description of M&amp;E procedures found in Water Security project documents.</li> <li>Two progress reports in addition to a final accomplishment report have been produced. These reports focus mainly on the qualitative description of implementation activities, most of them related to project execution milestones. They also provide an overview of project outputs (e.g. seminars, papers, platforms) and related output indicators.</li> <li>A summary report of the knowledge forum on water security and climate change has been produced.</li> </ul>	<ul style="list-style-type: none"> <li>Project is ongoing. Final report is expected towards the end of the Project</li> </ul>	<ul style="list-style-type: none"> <li>Develop a clearer and more structured log frame and performance framework which includes relevant KPIs and baseline/target values.</li> <li>Conduct monitoring and reporting on the basis of original project performance framework.</li> <li>Increase capacity to monitor outcomes / impacts generated by the project (e.g. use of outcome KPIs and monitoring techniques)</li> </ul>

## Appendix I Overview of project-level steering groups

Table 9 Assessment of project performance frameworks and monitoring procedures

Project	Steering group composition and role defined in project documents	Composition of steering group	Frequency of steering meetings	Availability of steering minutes	Recommendations
<b>OTGA (IOC)</b>	<ul style="list-style-type: none"> <li>Steering committee role, composition and terms of reference are clearly described in the project document</li> <li>Establishment of steering group is an obligation under IODE rules</li> </ul>	<ul style="list-style-type: none"> <li>Representatives of RTCs, IOC, IODE.</li> <li>GoF representative also regularly attended meetings</li> </ul>	<ul style="list-style-type: none"> <li>Yearly</li> </ul>	<ul style="list-style-type: none"> <li>Yes</li> </ul>	<ul style="list-style-type: none"> <li>Potentially establish a high-level advisory board made up of external experts, able to provide feedback on the project. The advisory board would be less operational / hands-on than the current SG, and provide high level advice and views on the project (could take place virtually).</li> </ul>
<b>SPINCAM (IOC)</b>	<ul style="list-style-type: none"> <li>Steering group role, composition and terms of reference are clearly described in the project document</li> </ul>	<ul style="list-style-type: none"> <li>GoF, IOC, CPPS, ODINCARSE and Focal points (e.g. Ministries of Environment)</li> </ul>	<ul style="list-style-type: none"> <li>Yearly</li> </ul>	<ul style="list-style-type: none"> <li>Yes</li> </ul>	<ul style="list-style-type: none"> <li>To strengthen the dialogue and coordination at high level between the BRESEP and SPICAM steering group members, this could enhance the visibility and coordination of both projects</li> <li>Potentially establish a high-level advisory board made up of external experts, able to provide feedback on the project. The advisory board would be less operational / hands-on than the current SG, and provide high level advice and views on the project (could take place virtually). This could also help strengthen stakeholder engagement beyond the public sector, to include productive sectors and more academia.</li> </ul>
<b>BRESEP (MAB)</b>	<ul style="list-style-type: none"> <li>Steering committee role, composition and terms of references described in the detailed project proposal</li> </ul>	<ul style="list-style-type: none"> <li>GoF, IOC, MAB, CPPS, Focal Points of Ministry of Environment, (National Forest Corporation (Chile), Ministry of Environment and Sustainable</li> </ul>	<ul style="list-style-type: none"> <li>Yearly</li> </ul>	<ul style="list-style-type: none"> <li>Yes, in the progress report.</li> </ul>	<ul style="list-style-type: none"> <li>To strengthen the dialogue and coordination at high level between the BRESEP and SPICAM steering group members, this could enhance the</li> </ul>



		Development (Colombia), National Biodiversity Direction (Ecuador), Protected Areas and Wildlife Direction (Panama), National Service of Protected Areas (Peru)			visibility and coordination of both projects <ul style="list-style-type: none"> <li>Establish an advisory board with external experts to provide feedback on the project, to give more impact on the objectives of the project. This could enhance interaction between researchers and protected areas practitioners.</li> </ul>
<b>Glacier retreat (IHP)</b>	<ul style="list-style-type: none"> <li>Project document provides limited information on the composition and roles of the steering group members. This however was not an obligation for the project. Partners and expert groups are indicated and described in the project document. IHP developed advisory groups which focused primary on content discussions, and played a more limited role with regard to project management and oversight.</li> </ul>	<ul style="list-style-type: none"> <li>SC/HYD and SC/EES will provide scientific feedback, lead the discussion sessions and facilitate the drafting of recommendations and plan of actions. Partners: LAC Working Group on Snow and Ice, GO/NGO/ IGO in Andean Countries.</li> <li>Project developed partnership with other funded project and advisory and expert groups were involved and consulted which are reported in regular annual and accomplishment report.</li> </ul>	<ul style="list-style-type: none"> <li>Several advisory and expert group and partnership meetings took place alongside project events (e.g. workshops). Three meetings were reported on.</li> </ul>	<ul style="list-style-type: none"> <li>Not steering group meeting minutes per se. But the project did produced meeting proceeding minutes, which were more content focus.</li> </ul>	<ul style="list-style-type: none"> <li>More clearly and explicitly define the composition and roles of the steering group of the project. Use the steering groups as a means to monitor performance and progress of the project and strengthen project management to the extent possible.</li> </ul>
<b>MWAR LAC (IHP)</b>	<ul style="list-style-type: none"> <li>Project document provides limited information on the composition and roles of the steering group members. This however was not an obligation for the project. Partners and expert groups are indicated and described in the project document. IHP developed advisory groups which focused primary on content discussions, and played a more limited role with regard to project management and oversight.</li> </ul>	<ul style="list-style-type: none"> <li>Partnership: CAZALAC and UNESCO category II Centres, Universities, GO and International Centres.</li> <li>Advisory and expert groups were involved at various level and were regularly consulted which are reported in regular annual and final report.</li> </ul>	<ul style="list-style-type: none"> <li>Several expert and advisory group and partnership meetings took place during the implementation. Three meetings took place (inception, mid-term and synthesis meeting)</li> </ul>	<ul style="list-style-type: none"> <li>Not steering group meeting minutes per se. But the project did produced meeting proceeding minutes, which were more content focus</li> </ul>	<ul style="list-style-type: none"> <li>More clearly and explicitly define the composition and roles of the steering group of the project. Use the steering groups as a means to monitor performance and progress of the project and strengthen project management to the extent possible.</li> </ul>

<b>Water Security (IHP)</b>	<ul style="list-style-type: none"> <li>• Project document provides limited information on the composition and roles of the steering group members. This however was not an obligation for the project. Partners and expert groups are indicated and described in the project document. IHP developed advisory groups which focused primary on content discussions, and played a more limited role with regard to project management and oversight.</li> <li>• The information in the project document on this regard is: “the project will be coordinated by UNESCO-IHP, in partnership with various partner institutions, and in cooperation with the United Nations Mountain Partnership Secretariat together with IHP Category II centres, chairs thematic networks snow and Ice and G-WADI. The different sub-projects will be implemented in coordination with different partner institutions”.</li> </ul>	<ul style="list-style-type: none"> <li>• Partners and advisory groups: Universities, Category II centres/ International Centres</li> <li>• Advisory and expert groups were regularly consulted, which are reported in regular annual and inception reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Expert and advisory group meetings were held during the implementation. Three meetings took place (inception, Knowledge Forum and Ghent meeting in Belgium)</li> </ul>	<ul style="list-style-type: none"> <li>• Not steering group meeting minutes per se. But the project did produced meeting proceeding minutes, which were more content focus</li> </ul>	<ul style="list-style-type: none"> <li>• More clearly and explicitly define the composition and roles of the steering group of the project. Use the steering groups as a means to monitor performance and progress of the project and strengthen project management to the extent possible.</li> </ul>
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