



Procedures for the *UNITWIN/UNESCO CHAIRS PROGRAMME:* A Practical Guide

Introduction

The *UNITWIN/UNESCO* Chairs Programme was launched in 1992, in accordance with a resolution adopted by the General Conference of UNESCO at its 26th session (1991). *UNITWIN* is the abbreviation for the **university twinning and networking** scheme.

This UNESCO Programme serves as a prime means of **capacity-building through the transfer of knowledge** and sharing in a spirit of solidarity with and between developing countries. The main participants are hundreds of universities, in partnership with many important higher education NGOs and hundreds of other organizations, foundations and companies. Over the last five years these partners have brought some US \$30 million towards *UNITWIN* projects, six times more than UNESCO's own funding for the Programme in the same period.

Today the *UNITWIN/UNESCO* Chairs Programme is UNESCO's most important intersectoral downstream activity in the field of higher education, comprising almost 500 UNESCO Chairs and inter-university networks established in some 113 Member States of the Organization (Ref. *UNITWIN Directory 2001 published by UNESCO*).

The *UNITWIN/UNESCO* Chairs Programme covers training, research and information activities in all major fields of knowledge within UNESCO's competence. Its principal beneficiaries are institutions of higher learning in developing countries and countries in transition (75% of established projects). The majority of the projects are interdisciplinary and intersectoral and involve all programme sectors at UNESCO Headquarters in

Paris as well as all UNESCO Field Offices, Centres and Institutes.

The Programme has been the subject of two evaluations – internal (1996) and external (2000). It has also been considered several times by UNESCO's governing bodies – the General Conference and the Executive Board. The latter, at its 161st session (May 2001), adopted a decision inviting the Director-General to follow up the recommendations contained in the aforementioned external evaluation.

In accordance with the above-mentioned recommendations and decisions, the future strategy of the Programme will be oriented towards the enhancement of its relevance and effectiveness and its impact on national development efforts. The management of the Programme will be further improved and streamlined by **concentrating** the overall managerial responsibility within one unit of UNESCO's Secretariat, namely the Division of Higher Education. *UNITWIN* projects that have proved themselves sustainable will be pursued and new subregional, regional and international inter-university networks will be established in all the priority areas of UNESCO.

In 2002 the *UNITWIN/UNESCO* Chairs Programme will celebrate its tenth anniversary. The strategy proposed for the new biennium 2002-2003 (31 C/5) includes the pursuit of networking projects that proved sustainable and the establishment of new regional and interregional inter-university networks in all absolute priority areas of UNESCO's Programme (Education for All, Water and Ecosystems, Ethics of Science, Cultural Diversity and Information for All). It also includes closure of inactive UNESCO Chairs and the establishment of a UNESCO Award for a Chair/Network in a

university of a developed country that has most effectively demonstrated its solidarity with developing countries by sharing knowledge with their higher education institutions. A World Forum to provide guidance to all those involved and to celebrate the tenth anniversary of the Programme will be convened.

The UNESCO Procedures for joining the *UNITWIN/UNESCO Chairs Programme* were established in 1992. They constitute a set of basic rules for all those who wish to be involved in this Programme. The guidelines that follow aim at clarifying and defining the **criteria and procedures** governing the:

- ◆ evaluation of the project proposal by UNESCO;
- ◆ establishment of a UNESCO Chair/*UNITWIN* Network through a relevant Agreement between UNESCO and a host institution(s);
- ◆ monitoring and annual evaluation of each established UNESCO Chair/*UNITWIN* Network;
- ◆ renewal of the Agreement or its discontinuation and closure in cases of “inactive Chairs/Networks” that have been negatively evaluated.

Accordingly, this document supersedes earlier guidelines (1992) and provides all interested parties (outside participants and partners as well as UNESCO staff) with the maximum information regarding the nature and sequence of the different stages involved.

*Division of Higher Education
Manager of the UNITWIN/UNESCO Chairs
Programme*

Who can join the Programme?

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

All new proposals for a UNESCO Chair or an inter-university *UNITWIN* Network must be **initiated** by an institution eligible to participate in the Programme.

The Chairs/Networks can be established:

- ◆ at universities;
- ◆ at other institutions of higher learning;
- ◆ at research institutions.

How to establish a Network? How to establish a UNESCO CHAIR?

Existing inter-university networks may express an interest in linking up with this initiative of UNESCO by gearing their activities towards the needs of higher education institutions in the developing countries.

By common agreement, universities, already twinned with other universities by virtue of bilateral agreements, may decide to expand these bilateral agreements into a multilateral one and thus establish a Network.

Inter-university cooperation programmes (training and research) in a particular field may be turned into a more stable linking arrangement by the participating institutions agreeing to associate their activities with the goals and objectives of the *UNITWIN/UNESCO Chairs Programme*.

A Chair can be established as a new teaching and research unit at a university or other institution of higher education and/or research. Such a unit

should include (i) a Chairholder as its academic head; (ii) a number of teachers/researchers from the host institution and from other institutions, both in the country concerned and from abroad who are associated with the activities of the Chair; (iii) a number of students and researchers pursuing postgraduate studies or high-level training and research under the Chair.

A Chair may be developed within a university department by reinforcing an existing teaching/research programme in a particular field and giving it an international dimension.

Since the UNESCO Chairs are joint undertakings in which UNESCO joins forces with interested institutions, associations and organizations as well as with potential donors, the Chairs could have a joint designation: UNESCO/IGO Chairs; UNESCO/NGO Chairs; UNESCO/Foundations, Banks, Agencies Chairs; UNESCO/a given university or consortium of universities Chair(s); UNESCO/Industry Chairs, etc.

UNESCO Chairs are not usually named after individuals, except when they are intended to commemorate an outstanding and universally acknowledged contribution made to the field of study concerned by a person no longer living (e.g. Cousteau Ecotechnie Network, Oliver Tambo Chair in Human Rights).

How to join the Programme?

Interested institutions should prepare and submit to UNESCO – under the signature of the executive head of the institution – a detailed project proposal in which objectives, activities, work plans, budget requirements, etc., are clearly stated.

In the case of NGOS, the project proposal is submitted by their President and/or Secretariat.

When the project proposal concerns the establishment of an inter-university network, it can be submitted either by the heads of all the institutions involved, or by one single institution which takes the lead, acts as the focal point and ensures the development of the network; other institutions wishing to join the proposed network should officially express their interest.

All project proposals should be submitted to the UNESCO Secretariat, via the National

Commission(s) for UNESCO in the country(ies) in which the activities are to be carried out, and with a letter of support from the relevant Commission(s).

In order to facilitate the preparation of the project proposals by those institutions eligible to take part in the Programme, UNESCO has developed a set of guidelines and a specific format for their submission (Attachment I).

These project proposals receive several evaluations, the first being by the relevant National Commission for UNESCO. The role of the National Commission is to study carefully and evaluate various projects that are submitted by potential participants and to select among them those that merit UNESCO's attention. Selection by the National Commission also implies a readiness to back up and support the new UNESCO Chair/*UNITWIN* Network from national resources or through bilateral and multilateral cooperation.

Procedure for submission:

- ◆ The institution prepares the project proposal in full compliance with UNESCO's guidelines and format and submits it with a covering letter signed by the executive head of this institution (President, Rector, Vice-Chancellor, etc.) via the National Commission for UNESCO to the Director-General.
- ◆ The National Commission forwards this material to the Director-General with a letter of support from the Commission. This letter should clearly set out the reasons behind the decision of the national authorities to support the project in question.

Up to now, proposals for the establishment of a UNESCO Chair and/or a *UNITWIN* Network have been able to be submitted throughout the year. This allowed universities to submit their proposals whenever they were ready to do so, but at the same time limited UNESCO's programming and managerial capacity to provide necessary backstopping and other types of support, including the possible provision of "seed money".

Henceforth, in order to facilitate UNESCO support, it is therefore proposed that:

The Director-General sets an annual deadline for the submission of new project proposals to UNESCO for each biennium. Taking into account the overall timetable of operations related to the

management of the Programme, this deadline is set at **30 April for 2002 and 2003**. In practical terms, this means that all project proposals submitted before this deadline will be evaluated for the purpose of establishing a UNESCO Chair and/or a *UNITWIN* Network during the year. Project proposals submitted after this deadline will be considered for establishment during the following year.

How are project proposals assessed?

How are project proposals approved?

Once UNESCO receives a detailed project proposal, the appropriate unit in the UNESCO Secretariat will technically evaluate it.

Criteria for approval by UNESCO of project proposals include their relevance to the goals and objectives of the Programme, their substantial quality and compliance with the guidelines for their submission. Particular attention is paid to the resources (human and financial) provided for the project by the initiating institution, to the academic qualifications and record of staff involved, to the proposed partnerships and donor funding, to the financial sustainability of the project proposal and its potential fund-raising capacity. Project proposals that clearly entail exclusive dependence on UNESCO funding will not be approved.

Processing of project proposals by UNESCO

Upon their receipt at UNESCO, project proposals are forwarded for action to the Division of Higher Education, which has House-wide responsibility for coordinating the *UNITWIN/UNESCO* Chairs Programme.

The Division of Higher Education undertakes an evaluation of the project proposals in cooperation with relevant UNESCO Field Offices, Centres, Institutes, Programme Sectors and Central Services whose involvement in the implementation of the *UNITWIN/UNESCO* Chairs Programme is essential, in view of the interdisciplinary nature of the project proposals submitted to UNESCO. Field Offices, Programme Sectors and Central Services are, therefore, invited to contribute to every stage of the Programme. Following this invitation the

submitting institutions will receive technical comments on their proposals, including a first appraisal by UNESCO of their feasibility and possibilities for their implementation. Institutions may also be requested to provide additional information or to revise their proposals.

In accordance with the recommendations of the external evaluators of the Programme, and in order to strengthen the collegial nature of the evaluation procedure, the Director-General has decided also to seek the advice of UNESCO's Intersectoral Committee on Higher Education (ICHE), composed of representatives of all Programme Sectors. From now on, one of the annual meetings of ICHE held in **May-June** each year will consider new proposals for the *UNITWIN/UNESCO* Chairs Programme and, on the basis of the relevant evaluation report, will recommend to the Director-General those that merit acceptance with a view to their being established during the year.

When the project proposal has been positively evaluated by ICHE, the Division of Higher Education so informs the submitting institution and the national authorities of the country or countries concerned and prepares a relevant Agreement for signature by or on behalf of the **Director-General of UNESCO** and afterwards transmits it for countersignature to the executive head(s) of the host institution(s).

Agreements

The approval of a *UNITWIN/UNESCO* Chairs Project is formalized through an Agreement, to be signed by UNESCO and the participating institution(s). Such Agreements stipulate the conditions under which the various activities of the project are to be implemented: the teaching, training, research or consultancy programmes foreseen; categories of people involved in their execution (teachers, researchers, postgraduate students, other); responsibilities of the participating institutions and of UNESCO, deadlines for the execution of activities, expected results, etc.

There are two established types of Agreements for the *UNITWIN/UNESCO* Chairs Programme: one for the establishment of a UNESCO Chair and the other for the establishment of a Cooperation Programme with *UNITWIN* inter-university Networks. Each of these is specific: e.g. the sunset clause in the Agreement for a UNESCO Chair

fixes an initial period of two years for its functioning, while the similar clause in the Agreement on a Cooperation Programme (for a *UNITWIN* Network) fixes a four-year period (owing to the complexity of the development process). Projects established under the *UNITWIN/UNESCO* Chairs Programme are not **open-ended**. On the expiry of the stipulated period and following a thorough evaluation of the project, the Agreement may be renewed through an exchange of letters between the signatory parties.

UNESCO's internal procedure:

UNESCO's procedure for the establishment of the above Agreements includes the following steps:

- ◆ Upon positive evaluation of the project proposal by ICHE, ED/HED prepares a draft Agreement for the establishment of the new UNESCO Chair/*UNITWIN* Network. This draft is sent for consultation and visas, first, to the relevant Field Office and later to the corresponding Programme Sector. It should be further visaed by ED/HED, ADG/ED and ODG before being finalized on the standard UNESCO form established for Agreements between UNESCO and other organizations and submitted for the signature of the Director-General in two or more original copies. The visas of the Office of International Standards and Legal Affairs (LA) and of the Sector for External Relations and Cooperation (ERC) may also be required, it being left to ED/HED to decide whether it is desirable to consult them.
- ◆ The Agreement signed by or on behalf of the Director-General is transmitted by ED/HED to the institution(s) concerned for counter-signature(s). They are invited to send back to UNESCO one counter-signed original copy of the Agreement or more, if the Agreement is established in more than one language to UNESCO and to keep one (or more) original copy(ies) for themselves. The Agreement is considered established and enters into force only when all the parties thereto have signed it and it has been received and registered by UNESCO.
- ◆ A ceremony for the signing of the Agreement by or on behalf of the Director-General and the partner institution(s) can be organized in conjunction with the official visits of the Director-

General to Member States or can take place at UNESCO Headquarters. Such a ceremony should be planned well in advance and in accordance with the established protocol rules of UNESCO.

- ◆ ED/HED sends a copy of the established Agreement to all concerned parties: an information copy is addressed to the national authorities (Permanent Delegation, National Commission) and to the relevant Field Office and Programme Sector for follow-up action.

*How to recruit and appoint
the various categories
of personnel involved in a
UNITWIN / UNESCO Chairs
Project?*

The various categories of personnel involved in a *UNITWIN/UNESCO* Chairs project are selected as a rule through international recruitment. This is the best guarantee for ensuring high academic standards for each project and applies in particular to UNESCO Chairs and to the conditions of appointment and service for the Chairholders, who are selected from among outstanding, internationally recognized scholars. In addition to giving recognition to high-level research, international recruitment is also a means of ensuring the specific nature of the programme.

The Chairs are not, generally speaking, “one-man shows” limited to the person of the Chairholder. They are usually composed of a team of academics and senior students invited to work together under the leadership of a Chairholder, or Coordinator in the case of a Network.

Criteria for the selection of the Chairholder/Coordinator include his/her general academic reputation (renowned specialist in the domain(s) of knowledge to be covered by the Chair/Network) and a capacity and experience in promoting related international cooperation (the latter is particularly important for candidates from abroad).

The host institution of a Chair or a funding organization may make individual proposals for a Chairholder. The same conditions of internationally recognized scholarship will apply in accepting such proposals.

An already existing Chair at a given institution of higher education may be designated as a UNESCO Chair following agreement between UNESCO and the institution, and opened up for international recruitment (not excluding national candidates) and for the establishment of an international programme in its field, as outlined above.

Visiting professorships may be established at various higher education institutions within the framework of a UNESCO Chair, preferably in the developing countries. The visiting professors may teach at several institutions in a subregion that wish to benefit from the activities of the Chair.

The appointment by the institution of a Chairholder does not necessarily entail the creation of a specific post and does not always constitute an employment opportunity.

The decision to recruit and remunerate Chairholders/Coordinators on the basis of an international salary scale rests solely with the partner institution(s) and will naturally depend on available financial resources.

The most common practice nowadays is to select the candidate for a UNESCO Chairholder position from among academics working in the same institution or to select an academic from an institution in another country who will be invited for short-term visits. In the second case, an important role is also to be played by the national project leader. In order to strengthen the international dimension of a given UNESCO Chair, UNESCO may accept proposals for appointing two persons as Co-Chairholders for the Chair in cases where one of them is a national candidate and another one an academic from an institution in another country.

Conditions for the appointment of a Chairholder and other academic or research appointments related to a *UNITWIN/UNESCO* Chair are set out in the Agreement between UNESCO and the host institution concerning the establishment of the Chair.

Appointments to a Chair may also be made on a rotating basis among the institutions/organizations participating in its programme. The same rotation principle may apply in the case of other teachers/researchers associated with the programme of a Chair.

All appointments will be subject to approval by the competent academic bodies of the institutions

hosting a *UNITWIN/UNESCO* Chairs project and the appointees shall enjoy the rights and privileges provided for personnel of similar rank at the host institution.

UNESCO's internal procedure:

Upon receipt by UNESCO of a countersigned Agreement, the Division of Higher Education invites the partner institution to propose a qualified person to serve as UNESCO Chairholder (Coordinator of *UNITWIN* Network). The concerned institution submits to UNESCO the name of the proposed Chairholder/Coordinator, together with his/her detailed C.V. The UNESCO Chairholder/*UNITWIN* Coordinator is considered appointed once UNESCO so decides and the institution(s)-party(ies) to the Agreement has/have received a formal letter of notification signed at UNESCO Assistant Director-General level.

Contracts and additional protocols

Whenever an agreement stipulates that UNESCO will provide seed money (mainly for the developing or least developed countries), a separate contract will be prepared for signature by UNESCO and the host institution(s).

The contract will specify that, before the seed money can be paid, the Agreement must have been signed and the project proposal approved; in addition, for UNESCO Chairs, a budget breakdown of the UNESCO contribution and letters appointing the Chairholder and confirming his/her acceptance of the post are required.

UNESCO may conclude additional protocols to the Agreement with the participating institutions for specific activities envisaged in the context of a given project.

How and by whom are UNITWIN/UNESCO Chair projects financed?

Funding principles

From the very start this UNESCO Programme was designed to attract extrabudgetary funding, as is made clear by the following extract from the *UNITWIN/UNESCO Chairs* background document (1992).

FUNDING

The *UNITWIN/UNESCO Chairs* Programme is a joint undertaking in which UNESCO plays the role of catalyst for the interested institutions, associations and organizations. In accordance with the principles of true partnership and genuine academic solidarity, all participating institutions are called upon to make an intellectual and material contribution to its implementation.

The overall success of this programme therefore greatly depends on financial and in-kind support from:

institutions of higher education in the industrially developed countries which associate themselves with a *UNITWIN/UNESCO Chairs* project. This can consist of budgetary allocations in their international cooperation programmes in order to send teachers and researchers – preferably on their sabbaticals or in early retirement – to institutions of higher education in the developing country or in the countries of Central and Eastern Europe, grants and scholarships to teachers, researchers and students from the above countries, etc. Support should also be foreseen for the latter’s institutional development, in particular their library and laboratory facilities;

institutions in the developing countries as well as those in central and eastern Europe associated with a given project. They are expected to make the contributions such as: salary (at the local level) and lodging for the holder of a UNESCO Chair, if created at their own institution, and provisions in their budget or from other local sources for the functioning of the project, providing grants for young researchers and students to pursue studies and to do research at the respective institutions where a UNESCO Chair is developed, etc.;

governments and governmental organizations which agree to take part in this programme and are willing to make special contributions for the proposed activities;

non-governmental organizations of higher education which agree to establish links between their own programme and the *UNITWIN/UNESCO Chairs* Programme;

potential donors, including organizations in the United Nations system, other intergovernmental organizations, development banks, agencies and foundations; industrial, business and commercial companies, etc.

UNESCO’s contribution to the programme is both intellectual and financial. Its financial contribution is aimed primarily to cover the following types of expenses:

start-up funds to facilitate contacts among the institutions involved in establishing a project under the *UNITWIN/UNESCO Chairs* Programme;

support for activities related to the *UNITWIN/UNESCO Chairs* Programme which are of direct benefit to institutions of higher education in the developing countries as well as the countries of Central and Eastern Europe.

It is also envisaged to use the *UNITWIN/UNESCO Chairs* Programme in order to seek ways and means to reduce the high costs of international cooperation in higher education, by developing, in cooperation with the United Nations agencies, with other intergovernmental and non-governmental organizations, and above all, with the higher education institutions themselves, a University Volunteers Scheme, following the model of the United Nations Volunteers Programme.

The above document clearly states that UNESCO provides only start-up funds, also referred to as “seed money”, to launch the activities of the projects established within the framework of this Programme.

The principles governing UNESCO funding of projects established under the *UNITWIN/UNESCO Chairs* Programme are thus that UNESCO may provide a “seed money” contribution to the Chairs/Networks established at the universities of developing countries and countries in transition in

order to launch their activities. Such financial support is offered on a **once-only basis** and may not be used to pay the salaries of staff employed by the Chair/Network. Ideally, UNESCO Chairs/Networks should be self-financed and/or develop activities likely to attract funding from sources other than UNESCO.

A UNESCO “seed money” contribution is usually made available to UNESCO Chairs/*UNITWIN* Networks through an activity-financing contract (UNESCO form 206) concluded between the Organization and the Chairholder/Coordinator of a given *UNITWIN* project. UNESCO can draw up such a contract **only after** the official establishment of the Chair/Network (i.e. after the relevant Agreement has been signed by all parties and has therefore entered into force).

Funding of activities

UNESCO is not and cannot be a major donor agency for projects established under the *UNITWIN/UNESCO* Chairs Programme. For this reason, it is recommended that established *UNITWIN* projects base their financing policy on a wide range of sources, namely:

- ◆ Regular Programme of UNESCO (in particular cases, as described above);
- ◆ Participation Programme of UNESCO (when relevant requests from Member States are approved by the Director-General);
- ◆ Financing by bilateral cooperation;
- ◆ Financing by multilateral cooperation, including IGOs (in the form of partnerships);
- ◆ Financing by NGOs;
- ◆ Financing by foundations;
- ◆ Financing by the host institution.

Not only is financing by the host institution the main source of funding, but it is also an essential precondition for securing other means of financial support.

For the specific type of Chair projects known as UNISPAR (university-industry partnership) Chair projects, recourse is had to an additional means of financing, namely:

- ◆ Financing by industry.

The **fund-raising strategy** for the Programme is based on the experience gained in the ten years of its existence and, in particular, the observation that the absolute majority of donors to *UNITWIN* projects prefer to channel their funds **directly** to the UNESCO Chairs and *UNITWIN* Networks. This modality already brought to *UNITWIN* projects over thirty (30) million US dollars in 1995-1999, representing six times the amount of UNESCO's own funding for the same period.

UNESCO remains at the disposal of *UNITWIN/UNESCO* Chairs Programme participants and partners to help with their fund-raising initiatives and to play its role of catalyst and intermediary whenever it is deemed appropriate.

Use and accountability of UNESCO funds earmarked for *UNITWIN* projects

In view of the interdisciplinary and intersectoral nature of the Programme, UNESCO's regular programme funding for *UNITWIN* projects draws on **all** its major Programmes (Education, Natural Sciences, Social and Human Sciences, Culture and Communication). The limited funds allocated to *UNITWIN* within the budget administered by the Division of Higher Education are thus supplemented by other Programme Sectors when the field of knowledge covered by a given Chair/Network falls within their competence.

To ensure the **accountability** of funds earmarked from the regular budget for *UNITWIN/UNESCO* Chair projects, all Programme Sectors and Field Offices (when such funds are decentralized) are required to provide the Division of Higher Education with a corresponding accounting report and **a copy of the relevant contract**. The Division of Higher Education also receives a record of all funds allocated to *UNITWIN* projects under UNESCO's Participation Programme. The host institutions of *UNITWIN* projects are also expected to inform UNESCO annually, through the system of progress reports, of the extrabudgetary resources obtained by them.

By all these means, UNESCO is able to have an overall picture of the funding of the Programme and to report thereon to the governing bodies of the Organization, when required to do so. It is also thereby able to make in-depth evaluation of the Programme and of individual Chair and Network projects as regards their financial sustainability.

UNESCO's internal procedure:

The UNESCO Chairholder/*UNITWIN* Coordinator once appointed is invited to submit a detailed work plan of programmed activities, clearly indicating those for which financial support is sought from various donors. In cases where UNESCO is requested to provide financial support, the Division of Higher Education, in cooperation with relevant Programme Sectors and Field Offices, undertakes an evaluation of the request and informs the UNESCO Chairholder/*UNITWIN* Coordinator of the results.

How does a UNESCO Chair / UNITWIN Network function?

Role of a UNESCO Chairholder/*UNITWIN* Network Coordinator

The UNESCO Chairholder/*UNITWIN* Network Coordinator has an important role. He/she is responsible for the programming, organization and promotion of activities.

It is his/her responsibility to identify and attract the financing sources without which no important action is possible, such as governments, intergovernmental organizations, foundations, non-governmental organizations, other public and private sources.

Effective coordination of the activities of the Chair or Network will ensure its successful participation in the *UNITWIN/UNESCO* Chairs Programme.

Activities

The activities undertaken by UNESCO Chairs/*UNITWIN* Networks are varied. They may deal with:

- ◆ student training (at graduate and postgraduate levels);
- ◆ lecturing on topics relevant to the field covered by the Chair;
- ◆ short-term workshops;
- ◆ research-linked activities;
- ◆ service type activities.

These activities can take different forms (courses, conferences, studies, publications, exhibitions, fieldwork, etc.). Whatever the types and forms of activity undertaken by UNESCO Chairs/*UNITWIN* Networks, they should all be designed to complement the relevant UNESCO programmes and actions and contribute to the objectives fixed for UNESCO's action by its Member States.

Use of UNESCO's emblem, seal, name and sponsorship

Use by bodies or individuals outside the Organization of UNESCO's emblem, seal, name and sponsorship is governed by UNESCO Manual Item 430.

Being established by an Agreement signed with the Organization, UNESCO Chairs and *UNITWIN* Networks automatically benefit from the Organization's implicit sponsorship of their activities carried out within the framework of that Agreement. There is therefore no need for them to request such sponsorship for any particular activity. However, this sponsorship is limited in time (applying only to activities carried out within the period of validity of the Agreement for the establishment of the Chair/Network) and is strictly confined to the training, research and information activities falling within the scope of the Agreement.

It should be stressed, however, that UNESCO Chairs/*UNITWIN* Networks may not use the UNESCO seal or emblem without the prior approval of the relevant National Commission for UNESCO and the explicit authorization of the Organization. The Chairholder(s)/Coordinator(s) wishing to use the UNESCO seal or emblem must therefore submit, via established national channels (National Commission for UNESCO), a specific written request to this effect to UNESCO's Director-General, explaining the purpose of the proposed use of the seal or emblem and attaching the relevant proposed design. Only designs where **the name of the UNESCO Chair/*UNITWIN* Network and the name of the University where it is established follow the UNESCO emblem** can be accepted and approved. Use by the UNESCO Chair/*UNITWIN* Network of the approved emblem is also limited to the period of validity of the Agreement for the establishment of the Chair/Network.

Only institutions that have signed the necessary Agreement with UNESCO can be said to host a UNESCO Chair or *UNITWIN* Network. All other institutions (educational or not) associated with a UNESCO Chair are considered to be partners to it. Institutions composing a *UNITWIN* Network are considered to be participants in it.

Use of UNESCO's emblem, seal, name and sponsorship for the purpose of establishing educational qualifications (such as certificates, diplomas and degrees) is strictly forbidden.

How is the Programme monitored and evaluated?

Communication

Communication between UNESCO Chairs/*UNITWIN* Networks and the UNESCO Secretariat should be permanent and by way of e-mail exchanges (today 90% of *UNITWIN* projects have an e-mail facility) and the Secretariat's direct involvement and participation in the activities organized by *UNITWIN* projects (meetings, conferences, summer courses, publications, etc.). The UNESCO Secretariat is expected to provide intellectual guidance and technical support to planned training and research activities of *UNITWIN* projects. Evaluation by UNESCO of annual progress reports submitted by UNESCO Chairs/*UNITWIN* Networks should lead, in particular, to adjustments in their action in order to bring it more into line with the current priorities of UNESCO's Programme.

Regular update of the *UNITWIN* database

Since 1997 UNESCO has developed a computerized *UNITWIN* database (since 1999 also available on the Internet). This database is centrally managed by the Division of Higher Education and is regularly updated (in principle, every six months). It contains factual data on every established *UNITWIN* project and abridged versions of approved annual progress reports on their activities. The *UNITWIN* Directory, published by UNESCO once every two years, is a subproduct of the above database. The correctness of the data contained in the database largely depends on the timely receipt of comprehensive progress reports from UNESCO Chairholders and *UNITWIN* Network Coordinators.

Renewal of Agreements and cancellation of 'inactive' projects

The renewal of Agreements is processed through an exchange of letters between the parties-signatories to them. The concerned institution(s) of higher education addresses the relevant request letter to the Director-General of UNESCO. The Agreement is considered as renewed only after receipt by the concerned University of a written agreement from UNESCO signed on behalf of the Director-General at ADG level.

The Executive Board of UNESCO at its 161st session (May-June 2001), following the recommendation of the external evaluators, invited the Director-General to discontinue UNESCO Chairs and *UNITWIN* Networks that have become inactive. One of the main criteria for UNESCO's decision to discontinue an Agreement by which a UNESCO Chair and/or a *UNITWIN* Network was established is its non-compliance with the legal obligations set out in that Agreement.

When a UNESCO Chair or *UNITWIN* Network fails to furnish UNESCO with a progress report on its activities, or when such reports are not approved by UNESCO for two consecutive years (four consecutive years in the case of Network), UNESCO can take a decision to cancel the relevant Agreement, subject to sixty days' written notice to the other party. In such cases, the relevant letter of notification under the signature of the Director-General or in his name only is addressed to the other party(ies) to the Agreement. It should be noted that this does not preclude other forms of future cooperation with the concerned institution in accordance with the priorities established by Member States for UNESCO's action.

Annual progress reports from UNESCO Chairs and *UNITWIN* Networks

A progress report is required to be submitted by the host institution every year, starting from the date on which the Agreement is signed.

UNESCO Chairs and *UNITWIN* Networks are subject to permanent evaluation, mainly by means of annual progress reports on their activities. Submission to UNESCO of such reports for approval constitutes one of the legal obligations of the partner institution and a duty of the appointed Chairholder/Coordinator. All UNESCO Chairs and *UNITWIN* Chairs should submit such a report after

their first twelve months of operation. The report should be submitted in accordance with the specific format established by UNESCO for this purpose and in electronic form only. For practical reasons, a common deadline is set each year for the submission of progress reports to UNESCO. The deadline for 2002 is **30 May**. Compliance with these requirements facilitates UNESCO's evaluation of progress reports and, if approved, their dissemination via the Internet.

On the basis of these progress reports, UNESCO undertakes its internal evaluation with the object of deciding whether to extend or terminate the related Agreement.

In some cases, when financial resources allow, joint evaluation committees may be established.

At the end of each major phase or at the end of each project, a more comprehensive or final report will be submitted by the institution(s) involved. This will be used for the overall evaluation of the *UNITWIN/UNESCO* Chairs Programme. The evaluation will be internal (for the initial phase) and external.

Evaluation meetings for UNESCO Chairs/Networks

Other forms of evaluation used by the *UNITWIN/UNESCO* Chairs Programme include specific evaluation meetings (national, regional and international) organized by UNESCO itself (Programme Sectors and Field Offices), by the National Commissions and/or other governmental agencies, by sponsors and partners to the Programme. They can take the form of a regular consultation meeting, as provided for in the Cooperation Agreement (for Networks).

Information policy

In order to improve the operation of the *UNITWIN/UNESCO* Chairs Programme, enhance its relevance and effectiveness, and increase its impact on national development efforts, while promoting the sustainability of projects developed within the framework of this Programme, UNESCO will seek to introduce a system of regular **reports** to its governing bodies, the Executive Board and the General Conference, on major achievements, failures, lessons learned and measures for further improving the management of the Programme. It will also strive to improve the visibility of the

Programme by **publishing** *UNITWIN* good practices and by other means, such as UNESCO Chairholders' Forums, *UNITWIN/UNESCO* Awards and, in particular, wider **use of new information and communication technologies**, such as the Internet facility (some 100 *UNITWIN/UNESCO* Chairs already have their own webpages).

***UNITWIN/UNESCO* Award**

A UNESCO Award for the *UNITWIN/UNESCO* Chair/Network will be established to honour universities in developed countries that have most effectively demonstrated their solidarity with developing countries by sharing knowledge with their higher education institutions. Criteria, rules and procedures for nomination and selection of winners of the *UNITWIN/UNESCO* Award will be elaborated in the course of 2002.

UNESCO's internal procedure:

Upon their being received by the Secretariat within the prescribed time limits, the annual progress reports of UNESCO Chairs and *UNITWIN* Networks are evaluated by the relevant Field Offices, Programme Sectors and the Division of Higher Education. Approved progress reports are published on the Internet before the end of each year. The evaluation of individual *UNITWIN* projects takes account of the following parameters:

- ◆ project resources (human and material, including financial);
- ◆ activities (teaching, research, other);
- ◆ impact (economic, social, cultural);
- ◆ future activities;
- ◆ development prospects.

The evaluation concludes with an assessment as to the desirability of continuing the project within the framework of the *UNITWIN/UNESCO* Chairs Programme.

When the UNESCO Chair/*UNITWIN* Network does not fully comply with the legal obligation of submitting within the prescribed time limits and in due form its annual progress report, or where over two consecutive years (four years in the case of a *UNITWIN* Network) such reports are evaluated negatively, UNESCO may decide not to renew the relevant Agreement and to discontinue the UNESCO Chair or *UNITWIN* Network concerned.

For further information, please write to:

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