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Organización
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Evaluation of UNESCO Prizes

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NOTE ON THIS DRAFT

The current draft version of the report does not yet reflect the comments already provided by relevant stakeholders involved in the evaluation process.

DRAFT

PREFACE

Prizes have been a part of UNESCO's programme for decades. The first prize, the UNESCO Kalinga Prize for the Popularization of Science, was created in 1951. The number of prizes reached a peak in 2005, with 33 prizes. In order to enhance the effectiveness of prizes and their alignment with UNESCO's mission, in 2005 a strategy for prizes was adopted. Since its implementation the number of active prizes has decreased to 19 (beginning of 2012).

Despite the fact that prizes have been part and parcel of UNESCO's programme for half a century we still do not really know how prizes work and how they affect stakeholders such as prize winners, the general public and UNESCO. In fact, apart from a substantial body of research on the effects of monetary awards on incentives, probably not much is known about prizes and their effects in general. In light of these considerations this evaluation started out from two basic premises:

1. We know that we do not know a lot about prizes. Consequently, there is a need for mapping possible causal relationships between prizes, underlying processes and effects.
2. We know from several experiences in the past that some prizes are highly visible in the public arena and therefore reflect on UNESCO's reputation and work as a whole. Ignoring prizes and their effects is not an option.

The evaluation had two broad purposes: to generate findings and recommendations for strengthening UNESCO's management, monitoring and reporting of prizes, and to assess all active prizes on a number of key indicators. The evaluation was based on a 'resource-light' approach and conducted by staff from IOS. The advantage of this approach has been that elements of the evaluation's methodology can be easily transferred to the on-going monitoring and reporting processes on prizes in the Organization. As to the second purpose, assessing UNESCO's active prizes on a number of key performance and results indicators, it is important to state very clearly what this evaluation can contribute and what it cannot. The 'resource-light' approach adopted in the evaluation refers to a balanced scorecard assessment of all prizes on a number of relevant indicators, most of which are fairly easy to measure using different means of verification. As a result, this evaluation has been able to generate a number of credible findings regarding the overall cost-effectiveness of UNESCO's prizes in light of their contribution to the Organization's mandate. What the evaluation did not set out to do and what the approach is not designed for is to support decisions on the continuation or termination of all *individual* prizes. Ideally, this would require empirical evidence on the nature and magnitude of effects of a prize, which goes beyond the resources and scope of the present evaluation.

The present evaluation is intended to provide the necessary groundwork for revising UNESCO's strategy on prizes and decisions on future prizes as well as existing ones.

ACKNOWLEDGMENTS

This evaluation would not have been possible without the assistance of many people within and outside the UNESCO network. First and foremost, we would like to thank all prize focal points and their colleagues working on individual prizes for their availability during the data collection phase, as well as their insightful comments during the debriefing workshop. The team is particularly grateful to Pascale de la Fregonniere, the former Prizes Coordinator within ERI, for her fruitful collaboration which led to the development of improved guidelines and tools for the management of prizes. Our thanks also extend to Lydia Ruprecht, the former coordinator of the Thematic Working Group on prizes, for sharing her views and experience on UNESCO prizes, and for her useful feedback on the evaluation approach. We are also thankful to Sue Williams (Chief of Media Relations Section) and Anne Sloom (Managing Director of Meltwater News) for their assistance with the monitoring of press coverage through the Meltwater Platform. We would like to thank our colleagues from ERI for translating prizes information in the six UN languages. Our colleagues at IOS, most notably, Katia Sediakina and Clinton Watson have been very helpful in the data collection phase. Finally, we would like to thank all the respondents to the survey and all other persons contacted during the evaluation process for their time and consideration.

We hope this evaluation will contribute to improving UNESCO's prizes strategy help create new impetus to the coordination and management of UNESCO prizes.

TABLE OF CONTENTS

PREFACE	1
ACKNOWLEDGMENTS	2
TABLE OF CONTENTS	3
LIST OF ACRONYMS	4
EXECUTIVE SUMMARY	5
1. BACKGROUND	9
1.1 Objectives of UNESCO prizes	9
1.2 UNESCO's prizes strategy	10
1.3 Findings of previous studies on prizes	11
2. EVALUATION APPROACH	13
2.1 Purpose and scope	13
2.2 Methodology	14
3. FINDINGS AND RECOMMENDATIONS	22
3.1 Balanced scorecard assessment of all active UNESCO prizes	22
3.1.1 Integrity	22
3.1.2 Visibility of UNESCO prizes	23
3.1.3 Prestige of UNESCO prizes	25
3.1.4 Alignment with priorities and articulation with programmes	26
3.1.5 Balanced scorecard overview: the performance and effects of UNESCO Prizes	26
3.1.6 The value for money of special prizes	29
3.2 Managing UNESCO Prizes	30
3.2.1 Management of UNESCO Prizes	30
3.2.2 Feasibility studies of new prizes	32
3.2.3 Monitoring and reporting of prizes	32
3.2.4 Continuation/discontinuation of UNESCO prizes	33
3.2.5 Impact assessment of UNESCO prizes	33
ANNEXES	i
ANNEX 1: TERMS OF REFERENCE	i
ANNEX 2: List of UNESCO Prizes	vii
ANNEX 3: Rating template	viii
ANNEX 4: Interview template	xii
ANNEX 5: Interview list	xiv
ANNEX 6: Summary Rating of UNESCO Prizes	xv
ANNEX 7: Press coverage of UNESCO Prizes	xvi
ANNEX 8: Visibility of prizes among Member States and staff from Field Offices	xxii
ANNEX 9: Prizes cycle	xxv
ANNEX 10: Template for feasibility study	xxv

LIST OF ACRONYMS

DG	Director-General
DPI	Division for Public Information
ERI	Sector for External Relations and Information
FAO	Food and Agriculture Organization
ILO	International Labour Organization
IOS	International Oversight Service
NGO	Non-Governmental Organization
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDP	United Nations Development Programme
UNEP	United National Environmental Programme
UNESCO	United Nations Educational Scientific and Cultural Organization
WFP	World Food Programme
WHO	World Health Organization

EXECUTIVE SUMMARY

Background

Prizes are common in the United Nations System and UNESCO's position with respect to this instrument is rather unique. UNESCO is the UN agency awarding the most prizes (with 19 active prizes). At its 171st session the Executive Board adopted UNESCO's first global strategy for prizes (171 EX/19) and decided (171 EX/Decision 24) that the implementation of the strategy be reviewed on a biennial basis. Pursuant to that decision, the Director-General submitted documents 177 EX/28 and 182 EX/25 to the Board. In addition, document 185 EX/38 contained an assessment of the effectiveness of the overall strategy for UNESCO prizes. The paper stated that UNESCO was not "in a position to systematically monitor its prizes for their visibility and impact on the Organization's prestige and credibility" and that the available data from press monitoring did not adequately capture the progress towards these two objectives. Subsequently, the Executive Board decided it was necessary to "assess the impact of each prize four years after its creation".

Objective

The objective of the IOS evaluation of prizes was twofold:

- a. to develop recommendations and guidance for improving the appraisal of new prizes, monitoring of existing prizes and decision-making regarding the (dis)continuation of existing prizes; and
- b. to assess the strengths and weaknesses of existing prizes on the basis of four broad dimensions: visibility, prestige, integrity and alignment.

Methodology

The evaluation was conducted by IOS from February to December 2011. The methodology included the development and validation of a framework of 20 indicators based on the four dimensions of visibility, prestige, integrity and alignment; a document review; interviews with focal points of individual prizes and other UNESCO staff involved in managing prizes; a survey to Permanent Delegations; and analysis of press coverage data.

Summary of main findings

Overall conclusion

While prizes can be a useful tool to promoting UNESCO's goals, many prizes do not clearly contribute to the achievement of UNESCO's objectives as a whole beyond a very specific target audience and the prize recipients. A number are neither highly visible nor highly prestigious, partly due to low cash awards and restrictive nomination processes. Several carry reputational risks for the Organization. Notable exceptions are the L'ORÉAL-UNESCO Prize "For Women in Science" and the UNESCO/Guillermo Cano World Press Freedom Prize. Current coordination and monitoring of prizes needs strengthening and appropriate mechanisms need to be put in place to manage reputational risks. A positive development has been the harmonization of prizes under the prizes strategy, but there is an urgent need to revisit the prizes strategy.

Special Prizes

UNESCO has two special prizes, the *L'ORÉAL-UNESCO Prize "For Women in Science"* and the *Félix Houphouët-Boigny Peace Prize*. Both offer high cash awards and are governed by special statutes not aligned to the prizes strategy (185 EX/38). The *L'ORÉAL-UNESCO Prize "For Women in Science"* scores well amongst all prizes for visibility and prestige, but also has the highest budget. The *Félix Houphouët-Boigny Peace Prize* can be considered prestigious in several ways: the jury composition of eminent persons, the high profile of prize recipients and the large cash award. However, it scores significantly lower on visibility than the *UNESCO/Confucius Prize for Literacy* and the *UNESCO/Guillermo Cano World Press Freedom Prize* whose budgets are substantially lower. Despite the fact that the *Félix Houphouët-Boigny Peace Prize* is supported by substantial extra-budgetary funding, considerable Regular Programme resources are invested in staff costs, more than for any other.

Management of prizes

Several actors are involved in the management of prizes with relatively clear roles and responsibilities. However there is currently no full time prizes coordinator. As a result, all centralized mechanisms, such as the appraisal of proposed prizes and monitoring and reporting on existing prizes are unsatisfactory or not working at all. Additionally, the benefits of the current trend in several sectors to split prize management tasks between individual prize focal points and the Executive Office are unclear. The coordination of prizes at the sectoral level may improve the alignment of prizes with sectoral objectives and programmes and generate economies of scale in the management and coordination of prizes. However, there are also risks of duplication and increased transaction costs.

Feasibility study of new prizes

182 EX/Decision 25 called for all proposals for new prizes to be subject to a feasibility study. Currently, the Secretariat has no procedure or tools in place for undertaking such studies.

Monitoring and reporting on prizes strategy

171 EX/Decision 24 called for the Director-General to report every two years on the implementation of the strategy on UNESCO prizes. Currently, the reporting procedure lacks adequate empirical evidence on the performance and effects of prizes. Moreover, reporting in SISTER is unsatisfactory for many prizes.

Continuation/discontinuation of UNESCO prizes

Document 171 EX/19, endorsed by the Executive Board called for all prizes to be subject, every six years, to a decision on continuation or discontinuation. Currently, the Secretariat has no procedure or tools in place for supporting such decisions.

Impact assessment of prizes

185 EX/Decision 38 Para 12 called for an assessment of the impact of each prize every four years. This evaluation concluded that sound feasibility studies and effective monitoring and reporting would provide sufficient information to the Board to enable it to take decisions on the continuation of individual prizes. Fully-fledged impact assessments of individual prizes signify a substantial monetary investment with limited benefits and therefore questionable cost-effectiveness.

Recommendations

Reforming the prizes strategy

The Secretariat should revisit the existing prizes strategy with a view to submitting to the Executive Board a revised strategy which would take into account the following elements:

- a. A reclassification of some existing prizes as awards since several prizes do not have a global or regional scope and are only known in one or two countries (usually the country of the donor). This reclassification would free up staff resources currently dedicated to prize management in the sectors.
- b. A gradual phasing-out of some existing UNESCO prizes. In the medium and long term there should be a limited number of prizes, e.g. one per sector.
- c. Pooling of future donor funding, with each prize not necessarily being associated with a single donor. The minimum cash award of each prize could increase from \$20,000 to, for example, \$50,000 to lift prestige and visibility.
- d. A strengthened set of selection criteria for new prizes with specific regard for potential reputational risk.
- e. A set of appropriate response measures for containing reputational risks, including appropriate naming of prizes.
- f. Development of a public information and public relations strategy for each prize, supported by adequate funding and collaboration between the central prize focal point, UNESCO field offices and National Commissions. Strict quality control of information products regarding each prize is also needed.
- g. Less restrictive nomination processes to increase the number of high-calibre nominees.

Reviewing the management of the Félix Houphouët-Boigny Peace Prize

The *Félix Houphouët-Boigny Peace Prize* should undergo closer scrutiny to enhance cost-effectiveness. This might imply a reduction in Regular Programme resources invested in staff costs and measures to enhance its visibility.

Streamlining the management of UNESCO prizes

There should be a stronger and more proactive role for the overall prize focal point within ERI who should efficiently coordinate with the individual and sectoral prize focal points. The model of having three levels of management of UNESCO prizes (individual prize, sector and ERI) should be reviewed after an initial trial period. Furthermore, in view of the political sensitivities inherent to the management of UNESCO prizes, and in order to safeguard the independence of the position, there should be a

permanent post financed by the Regular Programme budget for the prizes coordinator, with clearly defined roles and responsibilities.

Conducting a feasibility study for new prizes

The feasibility study should be undertaken by the (future) prize focal point in Sectors and based on information submitted by the potential donor, with additional verification by the prize focal point or other actors within UNESCO (ERI prize coordinator, LA). In addition, it should provide accurate information on the relevance, the potential for visibility, the integrity of the prize, as well as a financial proposal in line with the UNESCO prize strategy.

Improving monitoring and reporting of UNESCO prizes

Prizes should be adequately monitored through SISTER. In addition a simple monitoring system should be put in place using for instance the balanced scorecard of this evaluation as a reference. The data collected along the multiple prize awarding cycles should inform the recommendations to the Executive Board regarding the continuation/discontinuation of a prize.

Revisiting the decision to undertake compulsory impact assessments of individual prizes

The Secretariat should submit a request to the Board to revisit 185 EX/Decision 38 Para 12 on compulsory impact assessments of individual prizes every four years.

1. BACKGROUND

For many years, prizes have constituted a valuable part of UNESCO's portfolio. Some prizes such as the *L'ORÉAL-UNESCO Prize "For Women in Science"* have become well-known and prestigious recognitions for achievement in particular areas of work relevant to the Organization's mandate. In other cases, prizes have stirred international opinions in a negative way, posing a reputational risk for the Organization. Regarding the latter, the most notable example has been the *UNESCO-Obiang Nguema Mbasogo International Prize for Research in the Life Sciences* which is currently suspended pending decision by the Executive Board on its reinstatement or its suppression (185EX/Decision 47: "*The Executive Board decides to suspend the implementation of 180 EX/Decision 57 on the UNESCO Obiang Nguema Mbasogo International Prize for Research in the Life Sciences and to continue the consultations among all parties concerned, in a spirit of mutual respect until a consensus is reached*".) At its 187th session the Executive Board decided to establish a working group comprised of fifteen member states in order to "*undertake further consultations, in close collaboration with the Director-General, with a view to reaching a conclusion on this subject by the 189th session of the Executive Board*" (187 EX/Decision 48). Given both the potential value of prizes to the fulfilment of UNESCO's mandate, as well the potential reputational risk that prizes may incur, IOS has undertaken an evaluation of UNESCO prizes. UNESCO currently has 19 active prizes, two frozen prizes, one suspended prize, and two inactive prizes awaiting a decision of abolishment (see Annex 2).¹ The present evaluation covers active prizes only.

1.1 Objectives of UNESCO prizes

Prizes can be defined as recognitions to individuals and institutions for outstanding achievement in a particular area. Prizes are common in the United Nations System and UNESCO's position with respect to this instrument is rather unique. UNESCO is the UN agency awarding the most prizes (19 active), whereas other agencies tend to limit the number of prizes they award to only a few (FAO has 3; ILO has 2; UNAIDS has 2; WFP has 1; UNDP has 3, etc.) Notable exceptions are UNEP which awards 5 prizes and WHO which awards 11 prizes.

In their current format, UNESCO prizes serve several purposes. At the organizational level, prizes are understood as prestigious recognitions, and constitute a potentially important tool for enhancing the organization's visibility. In turn, visibility and the impact of prizes on prize winners and target communities are expected to "*contribute to the profile and prestige of the Organization as well as to the programmes to which they correspond*" (171EX/19).

At the programme level, as emphasised in its statutes, the purpose of a prize is to reward periodically a person, organization or institution having made a notable contribution to the associated field/cause. In that sense, prizes are regarded as one of several delivery mechanisms aimed at achieving a particular programme objective.

Prizes are funded by donors, which usually are governments of member states or private foundations. The donors' objectives are tantamount to UNESCO's, insofar as positive reputational externalities can be

¹ Although the evaluation only covers active prizes, the findings and recommendations are also (particularly) relevant for inactive and suspended prizes.

expected from partnering with an International Organization to award a prize. Partnering with UNESCO in one of its field of competencies can also reinforce the legitimacy of the donor's interventions in the given field or be used to prove its commitment to a respectable cause. In the past, conventional practice has been that donors propose the particular theme of the prize (within the mandate of UNESCO's programmes and objectives).

1.2 UNESCO's prizes strategy

In 2004, the Executive Board adopted UNESCO's first global strategy for prizes (171/EX 19). The strategy provides an overall framework for the management of existing prizes, as well as the creation, promotion and administration of future ones. The strategy also proposes standard model texts for the statutes of a prize, and the financial regulation of the Special Account for a given prize. The prizes strategy clearly differentiates between awards and prizes. Whereas the former denotes recognition of achievement with visibility at local (national) level, the term prize is applied when the intention is to reach global or regional audiences. Awards do not have to comply with the strategy on prizes. Although the boundary between what could be called an award or a prize is somewhat diffuse, there is usually a clear difference in terms of scope, outreach and prestige (e.g. cash value of the prize).

Following the adoption of the prizes strategy, the number of existing prizes decreased from 33 to 21 active prizes at the start of our evaluation,² including two special prizes³ and five prizes that have been instituted since March 2004 (171 EX/19).

There are currently four decision and reporting moments related to UNESCO prizes at the Executive Board. First, there is a comprehensive report on the performance of all prizes every two years. The Executive Board decided (171 EX/Decision 24) that the Director-General review on a biennial basis the implementation of the strategy and the overall situation with regard to UNESCO Prizes. In addition, there are three reporting and decision moments for each individual prize. First, the Board (182 EX/25) required that a feasibility study be conducted for each proposed prize. It further requested that the statutes for each prize contain a sunset clause, whereby the longevity of all prizes is restricted to six years. At the end of this initial period, the renewal/discontinuation of a prize is to be based upon a review between the donor and the Director-General. Finally, the Executive Board called for a report on the assessment of the effectiveness and impact of each individual prize four years after its creation (185 EX/38).

² A third of the 33 prizes could not meet the requirements of the new strategy.

³ Prizes exempted from complying with the strategy on prizes: the *L'ORÉAL-UNESCO Prize "For Women in Science"*, and the *Félix Houphouët-Boigny Peace Prize*.

Box 1. UNESCO prizes versus UNESCO awards

The strategy on prizes clearly differentiates between prizes and awards “A clear distinction needs to be made between a UNESCO prize, understood as a prestigious prize conferred on one or several recipients by the Director-General upon the recommendation of a jury, and awards involving different types of recognition, such as medals, diplomas, scholarships or fellowships awarded by the Director-General or distinctions given by UNESCO at the national/subregional level in consultation with the relevant National Commission(s). The subject of the strategy developed in the present document shall only be UNESCO prizes established by the Executive Board or the General Conference]” (171EX/19 paragraph 5).

From UNESCO’s standpoint, Prizes are not only international in scope, but they are also primarily meant to enhance the Organization’s visibility and prestige internationally. Consequently, this would positively affect the organization’s impact in a particular area of work, for example through enhanced awareness among target audiences regarding particular problems or achievements related to a prize or UNESCO’s area of work, putting particular issues on the political agenda of key actors, catalyzing future activities of actors in the field, etc. Given the key importance of the potential of prizes for enhancing UNESCO’s visibility and prestige (and consequently the Organization’s impact), prizes need to be regulated by strict rules (e.g. to avoid reputational risk). Evidently, the effect on prize winners and target audiences is important. Yet, the primary purpose of prizes is to enhance the organization’s visibility in a particular domain within its mandate. Awards are more local in scope, and they are first and foremost about the prize winners. In that sense, awards are primarily delivery mechanisms. Consequently, there is less need for strict regulation. Nevertheless, in the case of awards (as in the case of every UNESCO intervention), potential reputational risk is also something which needs to be reflected upon and addressed appropriately.

Despite the clear semantic distinction between awards and prizes presented in the 171EX/19 document, some misuses of the terms still prevail. For instance, the *UNESCO-L’Oreal Prize “For Women in Science”*, one of the most successful UNESCO international prizes, is officially called the *UNESCO-L’Oreal Award “For Women in Science”*. On the other hand, the *UNESCOCAT prize* is in fact an award in UNESCO terms. These misnomers create confusion and negatively affect the branding of prizes.

1.3 Findings of previous studies on prizes

The Director-General has so far submitted three reports on the implementation of the overall strategy on prizes to the Executive Board in 2007 (177 EX/28), 2009 (182 EX/25), and 2010 (185 EX/38). The latter draws upon the work of the internal Thematic Working Group on Prizes that was established by the Director-General in February 2010. These reviews underline a number of positive developments in the management of prizes; namely, the successful harmonization of the statutes and financial regulations of existing prizes, and the shrinking number of prizes.⁴ However a number of shortcomings still exist:

- Absence of a shared understanding of what constitutes the “visibility”, “impact” and “contribution to programme” of prizes;

⁴ See Box 3.

- Absence of results-based monitoring and reporting information to accurately determine the respective contributions of UNESCO Prizes to UNESCO's expected results, which negatively affects the quality of reporting in the Director General's biennial review of Prizes;
- Absence of a rigorous methodology for conducting feasibility studies of proposed prizes;
- Absence of a procedure and methodology for assessing the impact of each individual prize, in light of the Executive Board decision to assess the impact of each prize four years after its creation (171 EX/19);
- Absence of a procedure and methodology to support the decision-making process on (dis)continuation of each individual prize, six years after its creation.

2. EVALUATION APPROACH

2.1 Purpose and scope

In light of the aforementioned information, the present evaluation was designed both as a formative exercise on establishing procedures and guidelines with respect to the Executive Board's decisions on prizes, and a summative process of assessing the performance of each individual active prize in order to assess the overall cost-effectiveness of UNESCO's prizes portfolio in light of its contribution to the Organization's mandate. More specifically, the purpose of the evaluation is twofold:

- to develop recommendations and guidance for improving the appraisal of new prizes, monitoring of existing prizes and decision-making regarding the (dis)continuation of existing prizes; and,
- to assess the strengths and weaknesses of existing prizes on the basis of four broad dimensions: visibility, prestige, integrity and alignment.

The main questions underlying the present evaluation are the following:

- What are appropriate indicators for capturing the integrity of prize awarding processes, the alignment of prizes with UNESCO objectives and programmes, and the visibility and prestige of UNESCO prizes?
- What are the strengths and weaknesses of the different prizes as measured through these indicators?
- What recommendations regarding the value for money of UNESCO prizes can be derived?
- What is the nature and performance of current centralized mechanisms as regards to appraising, monitoring and reporting on prizes?
- What lessons for monitoring and appraising prizes can be derived?

The intended users of the evaluation include the following:

- Prize focal points, in particular the ERI Prizes coordinator, in their responsibility to manage, monitor and report on existing prizes and contribute to the feasibility study of proposed prizes.
- UNESCO's Governing Bodies and the Director-General in their decision-making concerning the establishment, termination or renewal of individual prizes.
- Director-General as part of her ongoing monitoring of the functioning of prizes, her next biennial review of the implementation of the prizes strategy and her report on the impact of individual prizes as called for in 185 EX / Decision 38.
- Donors of individual prizes who are expected to undertake the review of their respective prizes with the Director-General prior to any decision concerning renewal or termination of a prize.
- Other organizations whose strategy on prizes can be informed by the knowledge generated by this evaluation.

2.2 Methodology

The evaluation was conducted by IOS from February to December 2011. The methodology included the development and validation of a framework of twenty indicators based on the four dimensions of visibility, prestige, integrity and alignment; a document review;

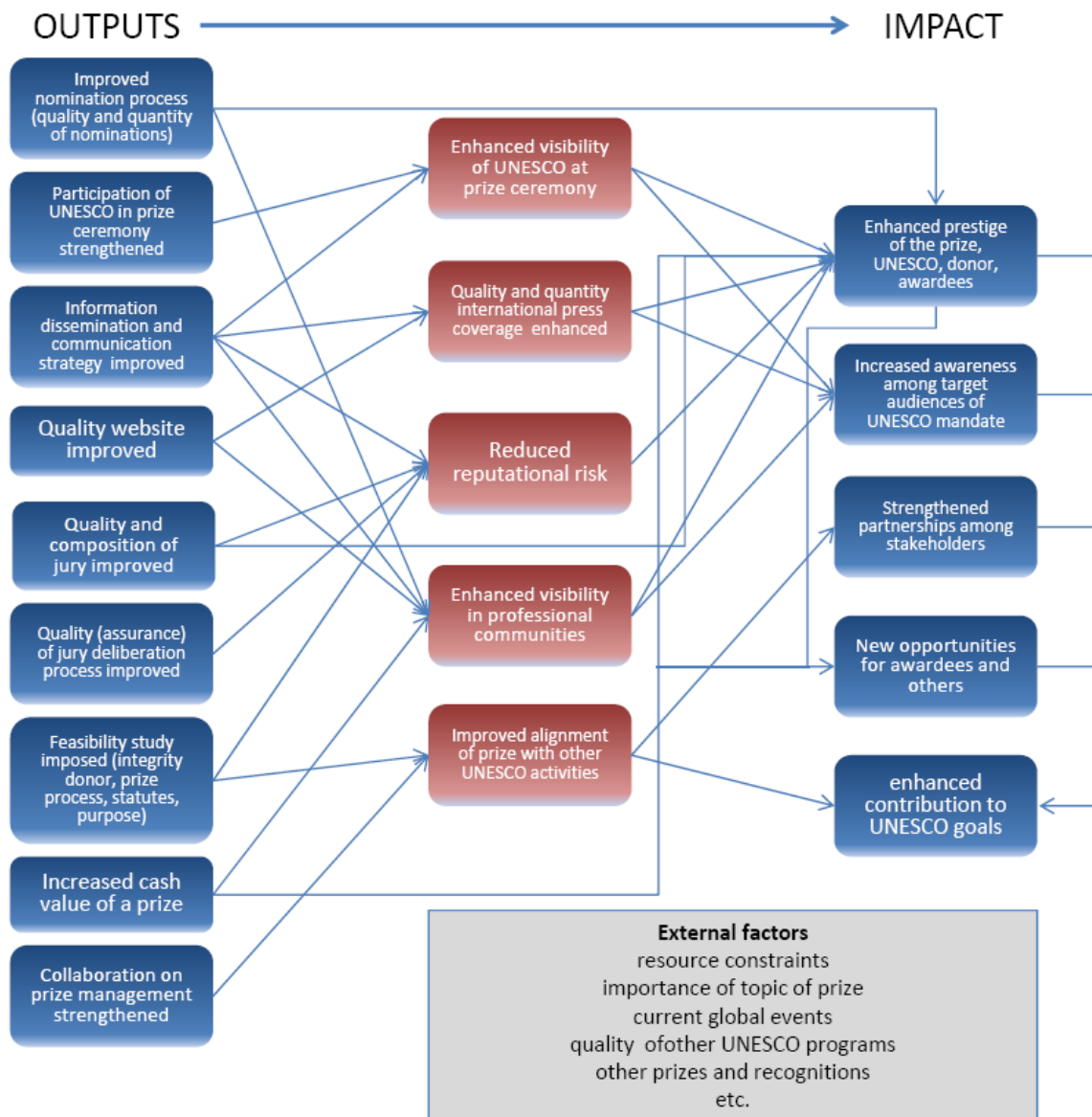
The methodology of the evaluation comprised four steps:

1. Reconstructing a simplified intervention logic underlying UNESCO prizes
2. Developing appropriate indicators to capture key aspects of the intervention logic
3. Assessing all active prizes on the basis of these criteria
4. Developing an overall ranking of prizes

A workshop with prize focal points was organized to discuss preliminary findings. In addition, prize focal points were contacted for feedback on the ratings of individual prizes.

Reconstructing and intervention logic underlying UNESCO prizes

With regard to the first step, we carried out an extensive document review (e.g. the statutes of UNESCO prizes, activity and progress reports, promotional materials, web sites) and conducted semi-structured interviews with staff managing prizes (see Annexes 4 and 5). The existing documentation on prizes was largely limited to descriptions of compliance with rules and regulations, and had little to say about performance and effects of prizes. From the existing documentation we learned that there was no common understanding of the expected results of prizes. On the basis of staff interviews and existing documentation a causal chain connecting prize management processes to effects of prizes was reconstructed. The result, as displayed in Figure 1, was a causal picture connecting particular outputs of prize-related activities (e.g. processes of nomination, jury deliberation and awarding of the prize) to outcomes and impacts (e.g. visibility of prizes in the media, awareness levels of a particular prize theme among target audiences).

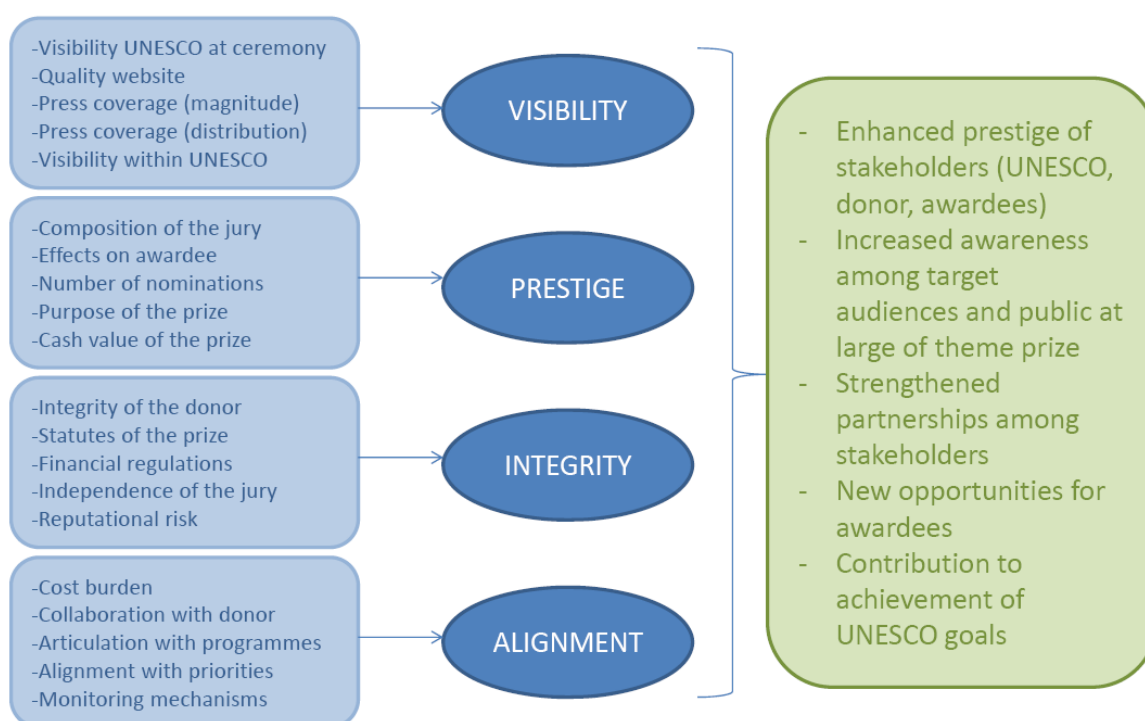
Figure 1: Intervention logic

As Figure 1 clearly shows, effects of prizes can become manifest (and therefore should be assessed) at different levels and groups of stakeholders. Given the differences between prizes and the lack of empirical data, we decided it would not be very useful (reliable) to further clarify causal processes at this stage of the evaluation. Instead, on the basis of the intervention logic we identified four key dimensions which are at the core of the causal relationships between prizes and effects: visibility, prestige, integrity of the prize process, and the alignment with UNESCO's programmes and rules. These dimensions became the building blocks of our indicator framework.

Developing appropriate indicators to capture key aspects of the intervention logic

Given the particular time, data and resources constraints of the first part of the evaluation, it was deemed impossible to empirically measure outcome and impact indicators for all prizes (see right part of Figure 2). Instead we focused on the four dimensions at the core of the causality between prizes and effects (middle part of Figure 2). These dimensions were developed into indicators at activity, output and outcome level.

Figure 2: Underlying indicators of prize performance and effects



For each of the composite dimensions we identified five indicators (summarized in Figure 2 and detailed in Table 1). The indicator framework was carefully calibrated and piloted on a sample of prizes after several revisions. Emphasis was placed on identifying indicators that made it possible to use means of verification which were both relatively cheap and easy to comply with. The principle of CREAM (Clear, Relevant, Economic, Adequate, Monitorable) to indicator development was applied. Consequently, this would enable us to ‘transfer’ the indicators to the Organization’s mechanisms of monitoring and reporting on prizes, in line with the objective of strengthening existing prize management processes.

Examples of indicators are the following (see left part of Figure 2). For instance, the visibility dimension was assessed using the following five indicators: the visibility of UNESCO at the prize ceremony, the quality of the website of prize, the magnitude and geographical distribution of international press coverage of the prize (from January 2007 to June 2011), and awareness among UNESCO’s constituents about the prize. The ‘CREAM’ approach of evaluation had implications for the composition of the

indicator framework (scope) as well as the depth of assessment of some of the indicators included. Regarding the latter, the lack of financial resources precluded any empirical analysis on site (across the board) of for example prize ceremonies or covering all relevant stakeholders in the data collection phase (especially on the donor and awardee side).

Examples of missing elements or elements which lack adequate depth of assessment were the following:

- Notable missing elements:
 - Impact of prize on prize winners
 - Visibility of prize within a particular professional/policy domain
 - Costs and quality of prize ceremony⁵
- Limitations in depth of assessment of included elements:
 - Importance of prize for (potential) prize winners (vis-à-vis other accomplishments and prizes)
 - Visibility of prize in a geographical region
 - Division of labour between donors and UNESCO and implications for visibility and impact

Notwithstanding the abovementioned limitations, the 20 indicators comprising the framework were tested and calibrated over and over, resulting in a useful, 'resource light' framework. The scope and depth of the framework were considered as acceptable in terms of enabling a sufficiently meaningful and comprehensive assessment of all prizes across the board. The rationale underlying this approach to assessing prizes was quite straightforward: the higher the number of indicators with positive ratings for a particular prize (and following the intervention logic displayed in Figure 1), the higher the likelihood that a prize is generating a positive impact on different target audiences. In other words, the framework was considered to be quite adequate for an across the board assessment of all prizes, but at the same time was considered as insufficient for decision-making on individual prizes, as key information about the effects of individual prizes was missing.

Assessing all active prizes on the basis of the criteria

We used low cost means of verification to assess the prizes on the different indicators (see Table 1). For example, we used UNESCO's media monitoring service to determine the press coverage of each UNESCO prize between January 2007 and June 2011 (see Box 2). A search agent was created for each prize, using Boolean search principles, in the six official UN languages (English, French, Spanish, Russian, Chinese, and Arabic). This search allowed us to measure both the amplitude of the press coverage of a prize at a given time, its evolution over time, and its geographical range.

⁵ Some of the prize ceremonies are organized in the country of the donor(s) and mainly organized by the donor(s). No data were available on the costs of these ceremonies.

Box 2. Press Coverage of UNESCO prizes

We used the Meltwater News media monitoring service to measure the media coverage of each UNESCO prize between January 2007 and June 2011. The platform currently has 155,042 sources (140,000 news websites; 1,000 tenders; 20,000 blogs), including major universities' news pages and academic journals' news sections.

The geographical breakdown is as follows: Africa (2.933 sources), Asia (21.921 sources) Asia Pacific (2.290 sources), Australia/Oceania (6.242 sources), Central America (988 sources), Europe (52.840 sources), Middle East (3.213 sources), Northern America (57.275 sources), Southern America (7.340 sources). This introduces some bias towards better covered regions and languages. To compensate for the 'composition' effect of the database on visibility statistics and subsequent ratings, we introduced an indicator which captures the diversity in language zones covering a particular prize. The press coverage analysis is based on a Boolean search for each UNESCO prize covering the six official UN languages (English, French, Spanish, Russian, Chinese, and Arabic).

Methodological caveats

High press coverage is not necessarily a sign of good performance if press articles are largely negative about a given prize. The search using Meltwater monitoring data allowed us to measure both the amplitude of the press coverage of a prize at a given time, its evolution over time, and its geographical range. However, due to time constraints we were not able to perform a comprehensive content search to discriminate positive from negative press coverage.⁶ Instead, we first checked with other sources (e.g. prize managers) whether there were any current reputational problems affecting a prize. In addition, we conducted a quick internet search to ensure that at the time of the evaluation there was no negative press coverage linked to the prizes covered by the evaluation. As a result, even without conducting a thorough content review, we could assume that all (or at least most of the) press coverage was either neutral or positive, and score prizes accordingly. Other caveats relate to the period studied (e.g. whether a particular prize ceremony falls within or just outside of the analysed period), the particular composition of the press database (e.g. some regions having more sources than others), and language and Boolean search restrictions. Despite several caveats regarding the use and interpretation of these data we consider these to be quite robust and useful to determine the overall visibility of a prize.

Besides press coverage data, other means of verification used in the assessment (see Table 1) are the following: prize-related documentation and data, interviews with managers of individual prizes and other UNESCO staff involved in managing prizes, a survey to UNESCO's Permanent Delegations, and a survey to UNESCO Field Office staff.⁷ Some examples of assessing prizes on indicators related to the dimension of prestige are the following. In order to gauge the quality of the jury of a prize, the CVs of jury members were reviewed, looking for academic or public service distinctions. Due to the

⁶ We did not include the *UNESCO-Obiang Nguema Mbasogo International Prize for Research in the Life Science* in our analysis as it was suspended at the time of the evaluation. This prize had been subject to extensive (mostly) negative international press coverage.

⁷ The latter survey was conducted within the framework of a different project.

impossibility to thoroughly assess the effects of prizes on prize winners we used a simple indicator to capture whether or not the prize winner perceived the prize as an important recognition. Prizes where prize winners were visible on the internet, and the prize was mentioned on their personal (professional) web pages, were rated highly on this specific indicator. We also regarded the cash value attached to the prize as a key indicator of prestige. Although there is no straightforward association between cash value and prestige, money is still an important proxy for prestige in the context of an international recognition.

All active prizes were assessed on each indicator, using a three-point scale. The rating was supported by a semantic scale tailored to each indicator. Rating was relatively straightforward: if the performance of a prize on a particular indicator was in line with the rules or minimum requirements, the prize was attributed a neutral score (0); if the prize was not in line with set standards or below minimum requirements or expectations on a given indicator, it was attributed a negative score (-1); finally if the prize was significantly above minimum requirements or expectations, it was attributed a positive score (1) (see Table 1). Consequently, adding up the five scores per dimension would generate an indication of whether the overall score per dimension is positive (more + than -) or negative (more - than +).

Table 1: Indicators, scaling and means of verification

	Indicator	Example of scale	Means of Verification
PRESTIGE	P1- Prize winners perceive the prize as an important recognition of past achievement	-1 most prize winners are not visible on the internet 0 most prize winners are visible on the internet but the prize is not mentioned on their personal pages 1 most prize winners are visible on the internet and mention the prize on their personal pages	Review of CV, blog, websites of prize winners (evidence: the prize is mentioned on the CV, blog , website)
	P2 - The jury of the prize is constituted by individuals of high caliber within the community of potential awardees and/or within the international community as a whole P3 - There is a critical number of nominations in order for the quality of the prize to be ensured P4- The prize is awarded for past achievement P5- Prize money per awardee	three-point scale	Review of CV of jury members, review of jury reports, interview with prize focal points, review of prize statutes and Financial Regulations
	V1- There is significant international press coverage regarding the prize	-1 (almost) no press coverage , or (significant) negative press coverage 0 some international press coverage (e.g. around the time of the ceremony) 1 worldwide press coverage around the time of the ceremony as well as throughout the year	Analysis of UNESCO press monitoring data, web search
	V2- UNESCO uses the prize ceremony to enhance the visibility of the organization V3- The UNESCO prize website is up to date and well-documented V4- There is increasing international press coverage regarding the prize, year after year V5- UNESCO constituents are aware of the prize	three-point scale	Interview with prize focal point, web-search, analysis of combined survey (UNESCO Field Office Staff, and UNESCO Permanent Delegations)
INTEGRITY	I1- Independence of the Jury	-1 there is evidence that the independence of the jury may be compromised 0 there is no evidence that the independence of the jury is compromised 1 there is no evidence that the independence of the jury is compromised and additional mechanisms are in place to protect the independence of the jury	Review of jury reports, interview with prize focal points
	I2 - Integrity of the donor I3 - There are clear and comprehensive statutes that specify the rules of the game I4 - There are clear and comprehensive financial regulations that specify the financial arrangements with the donor I5- The prize name is free of reputational risk	three-point scale	Web search, review of prize documents, interview with prize focal points
	A1 - Prize focal points/UNESCO staff actively link the prize to other UNESCO activities	-1 no articulation between prize and program activities 0 prize ceremony is linked to program activities (e.g. World Science Day, World Press Freedom Day) 1 prize is systematically linked to multiple program activities	Desk review of program documents, analysis of data from program monitoring platform
	A2 - The donor covers all expenses with respect to the prize (including operating expenses) A3 - There is regular and systematic collaboration between donors and focal points A4 - The topic of the prize covers a priority of UNESCO A5 - Prize focal points systematically collect data about the prize to inform decision-making	three-point scale	Analysis of special accounts and staff costing, desk review of program documents, analysis of data from program monitoring platform

Developing an overall ranking of prizes

Methodological approaches for aggregating scores of particular policy options on different criteria into an overall score are well-described in the literature on multicriteria decision analysis (see for example Belton and Stewart, 2002). Broadly, two schools of thought can be discerned, multiattribute utility theory and outranking. Whereas in the former school of thought, high scores on particular criteria automatically compensate for lower scores on other criteria, outranking methods are based on a more nuanced perspective of modeling preferences where this is not the case. Our simple approach to aggregating scores on individual criteria is more closely aligned to the ‘spirit’ of outranking and is based on three decision rules. First, the scores on the five indicators per dimension were aggregated with an additive rule within one dimension (see previous paragraph). Subsequently, prizes were classified into three categories using a second decision rule (with corresponding interpretation):

- Satisfactory: positive ratings across all four dimensions; very low likelihood that there are substantial negative aspects to the prize not covered by the framework
- (minor) Revisions needed: negative ratings on one or two of the four dimensions covered by the framework
- Major revisions needed: negative ratings on three or four of the four dimensions covered by the framework

Furthermore, on top of these two decision rules we added one *sine qua non* condition: a prize scoring negatively on both the “reputational risk” criteria (I1 and I5) was automatically included in the “major revisions needed” category, no matter its score on the other dimensions.

Let us elaborate a bit more on this approach and corresponding interpretation. Suppose a prize is classified in the category of “major revisions needed”. This does not necessarily mean that a prize cannot have (very) positive effects on target audiences, prize winners and other stakeholders. Information on these abovementioned aspects would be needed before for example taking a decision on whether or not to terminate a particular prize. On the other hand, low ratings on aspects such as visibility or prestige already point at particular areas for improvement. From the perspective of the overall cost-effectiveness of prizes and added value to UNESCO’s mandate, the number of prizes classified as “major revisions needed” provide an indication of the degree of urgency and priority to reform the strategy and management model of prizes.

Using these three decision rules, prizes were classified in one of the three categories presented above. Consequently, the following aspects could be inferred:

- The proportionate distribution of prizes in the three categories ranging from “major revisions needed” to “satisfactory”, which provided an indication of the overall cost-effectiveness of UNESCO prizes in view of the Organization’s mandate;
- An indication of those dimensions and indicators on which (the majority of) prizes have rated low and where, correspondingly, revisions may be needed in the strategy and management of prizes;
- Specific overall recommendations for improving the cost-effectiveness of the strategy and management of UNESCO prizes.

3. FINDINGS AND RECOMMENDATIONS

In this Chapter we present the main findings of the evaluation. Where necessary, some more background discussion will be provided.

3.1 Balanced scorecard assessment of all active UNESCO prizes

Below we discuss the main findings of the balanced scorecard assessment of all prizes on the four dimensions of integrity, visibility, prestige and alignment. Annex 3 presents an overview of all the criteria for each of the four dimensions, Annex 6 presents the ratings of individuals prizes on the different criteria on the basis of the methodology explained in the previous Chapter.

3.1.1 Integrity

Integrity is a multi-dimensional construct. We have tried to capture it by incorporating aspects of financial management, process management and reputational risk in our indicator framework. Annex 6 shows the ratings of all active prizes on the five integrity-related indicators (labelled I1 to I5). The integrity of the management and decision-making processes underpinning the nomination of prize winners is high for most prizes as evidenced by the ratings on the five criteria used to capture this dimension.

In the past four years there has been a collective effort to harmonize the statutes and financial regulations of prizes on the basis of a prescribed standard model (proposed in 171/EX19 Annex I). Most of the current active prizes have successfully adopted the standard documents except in four cases where either the financial regulations or the statutes or both are not in line with the set model. The harmonization of these normative texts is a significant output of the past biennium: it contributes to clarifying the roles and responsibilities of key actors involved in the prize management, it enshrines the principle of complete cost-coverage by the donors, and it gives a clear message to potential donors that UNESCO rules have to be correctly applied. At the same time, the process of harmonization has not been without problems. Prize focal points have had to dedicate a lot of energy and time in negotiating with donors as well as navigating the lengthy administrative processes within UNESCO. In some cases, the prize awarding cycles have been suspended for lack of agreement on the statutes and financial regulations.

The independence and quality of most juries appears to be high, apart from one reported case where the donor has attempted to influence decisions taken by the jury.

The Board decision (182 EX/Decision 25) to conduct feasibility studies for proposed prizes has not yet been implemented.⁸ Given the fact that so far no feasibility studies have been conducted, the potential for reputational risk has not been assessed and appropriately addressed prior to the establishment of

⁸ All active prizes were established prior to this decision.

existing prizes. For example, no feasibility study was conducted when the *UNESCO-Obiang Nguema Mbasogo International Prize for Research in the Life Sciences* was established. Introducing a proper ex ante assessment would allow the organization not only to mitigate reputational risks, but also to improve the coherence of its approach to prizes. A feasibility study would be a key element of a “UNESCO-driven” approach to prizes, rather than a “donor-driven approach”, which is currently clearly the case for some prizes.

We found three cases where the political situation in the donor country of a particular prize may negatively affect the prestige of the prize and the Organization. Reputational risk in these and other cases is more likely to occur when a prize bears the name of political leaders (currently in power or alive), which is the case for six active prizes.

3.1.2 Visibility of UNESCO prizes

The dimension of visibility captures the extent to which different audiences (professional communities, general public) and stakeholders (donors, UNESCO Member states, staff)⁹ are aware of a prize (and its purpose). Annex 6 shows the ratings of all active prizes on the five visibility-related indicators (labelled V1 to V5).

UNESCO prizes vary widely in terms of programmatic scope and geographical coverage. The themes addressed by some prizes are of global concern (literacy, peace, freedom of expression, and environmental protection, etc.), and thus in line with the organization’s global mandate. These prizes tend to be more visible than other prizes which focus on a very specific work area such as “management of landscapes”, or “quality education for persons with intellectual disabilities”. Several prizes are more regional in nature than others. This is for example the case for the *UNESCO Sharjah prize on Arab Culture* or the *International Jose Marti Prize*.

The visibility of most prizes, both within and outside of UNESCO, appears to be low. To assess the level of in-house awareness on prizes, we used data from a survey of UNESCO staff based in field offices conducted by the Thematic Working Group on Prizes in March 2010. In addition, we conducted a survey among UNESCO Permanent Delegations. The results of both surveys show an overall low in-house awareness of most prizes (See Annex 8).

The external visibility of prizes (as captured by two indicators, and indirectly by another two) also appears to be limited. There are three prizes with relatively high external visibility. The *L’Oreal-UNESCO Prize “For Women in Science”*, with 4056 hits over the analysed period (between January 2007 and June 2011), is the most visible prize. The *UNESCO Confucius Prize for Literacy* and the *UNESCO Guillermo Cano World Press prize* are also relatively highly visible, with respectively 2,860 and 1,605 hits. Four prizes follow with a relatively moderate press coverage, obtaining between 500 and 1000 hits over the 3,5 years covered by the analysis: the *Felix Houphouet-Boigny Peace prize* (791 hits), the *UNESCO/King Sejong Literacy Prize* (626 hits), the *UNESCO-Madanjeet Singh Prize for the Tolerance and non violence* (620 hits), and the *UNESCO Sharjah Prize for Arab Culture* (556 hits). The remaining twelve prizes have

⁹ Of the five indicators capturing the visibility of the prize, four concern external audiences and one UNESCO stakeholders and staff.

low visibility counting fewer than 500 hits (see Annex 7). Despite several caveats regarding the use and interpretation of these data (see Box 2) we consider these to be quite robust and useful for determining the overall visibility of a prize. Several factors can account for the low visibility of a prize:

- The profusion of prizes has a dilution effect on the visibility (and prestige) of individual prizes. Despite the progress made towards reducing the number of prizes, there are still too many prizes at UNESCO.
- Insufficient progress has been achieved in developing and implementing “a clear and effective public information and relations approach” as laid out in the prizes strategy. Most UNESCO prizes now have their own website, in conformity with the new UNESCO template. Yet, the dissemination of information about prizes is rather inward-looking, using mainly traditional channels (Permanent Delegations and National Commissions). This is mainly due to two factors. First, the restrictive rules in the statutes which stipulate that nomination processes should be coordinated through National Commissions, a select group of NGOs and Permanent Delegations *only*.¹⁰ Second, the limited resources for overhead costs (including communication budget) that donors are willing to provide for prizes.^{11 12} A reduction in the number of prizes does not only make sense from the perspective of branding and prestige, less prizes, each with a higher budget for a professional and elaborate communication and outreach strategy, would also lead to more visibility.
- UNESCO is not optimally coordinating nor fully utilizing its own resources to promote prizes. Goodwill ambassadors, Field offices, and National Commissions are often not aware of prize ceremonies. Additionally, when printed materials exist, they are not widely disseminated and are not subject to a harmonized branding approach.
- The potential of prize ceremonies to raise the visibility of the prize and the Organization is often not optimally used. Some ceremonies do not take place at UNESCO’s headquarters. Even when they do, the donor is usually in charge of organizing the event, with minimal involvement from UNESCO’s Secretariat. This can result in downplaying the role of UNESCO and possibly even misusing the organization’s logo. Furthermore, synergies between special events, such as international days, and prize ceremonies should be systematized. Some prizes are already awarded on the occasion of international days (World Press Freedom Day, International Literacy Days, World Science Day) which appears to be an effective way to raise awareness about the prize and to reinforce potential programmatic links between prizes and other activities of the Organization.

¹⁰ The *UNESCO Guillermo Cano World Press prize* is a successful example of a prize with a more elaborate nomination process through peer review and networks, leading to a better selection and assessment of potential prize winners.

¹¹ Some donors allocate substantial resources to communication about the prize in their home country. The same is true for the prize ceremony. However, although UNESCO and its mandate may benefit from these investments, they are not primarily intended to raise the profile of UNESCO or the mission the organization stands for.

¹² A notable exception is the *L’ORÉAL-UNESCO Prize “For Women in Science”* which overall is a good example of an effective partnership with proper funding for ‘marketing and communication. However, even in such cases, proper quality control by UNESCO and collaboration between UNESCO and donor are important to ensure that UNESCO’s mission is properly represented in the prize’s activities and communication materials.

3.1.3 Prestige of UNESCO prizes

The dimension prestige encompasses several aspects concerning the composition of the jury, the number and type of nominations, perceptions about the prize, use of the prize and cash value of the prize. Annex 6 shows the ratings of all active prizes on the five integrity-related indicators (labelled P1 to P5).

Apart from the two Special prizes and the *UNESCO/Guillermo Cano World Press Freedom Prize*, most prizes are not very prestigious. Several factors account for the relatively low prestige of prizes:

- The prize money awarded to prize winners for most prizes is relatively low.¹³ Only three prizes have a monetary award superior to 75,000 US\$ while most prizes (eight) have a cash value of 20,000 US\$ or less.¹⁴ Money in most cases is not considered as the key benefit of a prize. The symbolic value of the recognition through the prize is much more important. Nevertheless, a high cash value can substantially raise the profile and therefore the prestige of a prize, especially if equivalent prizes awarded by other institutions (in similar fields of work) have a much higher cash value than a comparable UNESCO prize.
- The rules governing nomination processes as described in the prizes strategy stipulate that only Permanent Delegations, National Commissions and NGOs (which maintain formal relations with UNESCO) are entitled to provide nominations for prizes. These channels often imply lengthy processes and unsatisfactory results in terms of a limited number of nominations of relatively 'low quality'. It should be noted that the two most successful prizes (see the next section) both rely on a different nomination process (not line with the directives stipulated in the prizes strategy). In this regard, the *L'ORÉAL-UNESCO Prize "For Women in Science"* has opted for a process of nominations similar to the one used for the Nobel Prize. The pool of nominators is large and composed of internationally renowned scientific experts, which results in a high quantity and quality of nominations.
- Some prizes are tantamount to activity grants, in the sense that the decision to award a prize is influenced by the jury's assessment of proposals (by nominees) regarding how the prize money would be spent on future projects. For example, the statutes for the *UNESCO/Hamdani Bin Rashid Al-Maktoum Prize for Outstanding Practice and Performance in Enhancing the Effectiveness of Teachers* specify that the prize winner should submit a proposal which specifies how the prize money would be spent (article 11). While this factor does not necessarily negatively affect the prestige of a prize, it diverts the purpose of the prize from its main mission, which is the acknowledgment of past achievement by individuals/institutions for outstanding contributions to their fields of work.

¹³ By this we mean that for a prize with a global (or regional) scope and outreach the cash value is relatively low. Even though the amount can be substantial for a prize winner from a developing country context, a low cash value does not add to the prestige of a global UNESCO prize.

¹⁴ Despite the requirement, as stipulated in the prizes strategy, of a cash value of at least 20,000 US\$.

3.1.4 Alignment with priorities and articulation with programmes

Alignment covers a number of diverging aspects such as cost sharing, collaboration between UNESCO and donor(s), and alignment with UNESCO activities. Arguably, in comparison with the other dimensions, alignment is the weakest one in terms of construct validity. Nevertheless, the dimension includes a number of important aspects as specified in Annex 3. Annex 6 shows the ratings of all active prizes on the five alignment-related indicators (labelled A1 to A5).

Most prizes are not aligned to or integrated into other programmatic activities. For instance, only in a few cases has UNESCO taken advantage of the pool of expertise of prize winners for activities undertaken by Sectors. Likewise, jury members are rarely requested to participate in other UNESCO activities pertinent to their fields of expertise. There are four notable exceptions of prizes which are well-aligned with the broader Sectors' portfolios of activities: i) *L'ORÉAL-UNESCO Prize "For Women in Science"*, part of the portfolio of activities under the "For Women in Science Program" along with the international and national fellowships for young scientists ; ii) the *UNESCO/Sultan Qaboos Prize for Environmental Preservation*, part of the "Man and the Biosphere programme" , the *IPDC-UNESCO Prize for Rural Communication*, part of the portfolio of activities of the IPDC programme, and the *UNESCO/Jikji Memory of the World Prize*, part of the activities of the World Memory committee.

3.1.5 Balanced scorecard overview: the performance and effects of UNESCO Prizes

On the basis of the ratings presented in Annex 6 and discussed in the previous sections, and applying the decision rules discussed in section 2.2., we have developed an overall rating and classification of UNESCO prizes in Table 2.

It is beyond doubt that (almost all) individual prizes contribute to the Organization's mandate by providing benefits to prize winners and by raising the profile of a particular theme or line of work within a particular community. What the evaluation did not set out to do and what the approach is not designed for is to support decisions on the continuation or termination of all *individual* prizes. Ideally, this would require empirical evidence on the nature and magnitude of effects of a prize, which goes beyond the resources and scope of the present evaluation. By contrast, the evaluation approach was designed to generate credible findings regarding the *overall* cost-effectiveness of the instrument of UNESCO's prizes in light of their contribution to the Organization's mandate.

As shown in Table 2, only two of the 19 prizes that were analyzed present an overall positive image. In addition, the Table shows that many prizes do not clearly contribute to the achievement of UNESCO's objectives as a whole beyond a very specific target audience and the prize recipients. A number are neither highly visible nor highly prestigious, partly due to low cash awards and restrictive nomination processes. Several carry reputational risks for the Organization. Notable exceptions are the *L'ORÉAL-UNESCO Prize "For Women in Science"* and the *UNESCO/Guillermo Cano World Press Freedom Prize*, which have high overall ratings across the four dimensions. Given the fact that the majority of prizes suffers from shortcomings on most or all of the four dimensions which are at the heart of causal processes of change towards positive impact, we can only conclude that the current state of affairs is not cost-effective.

Table 2: Overall rating of UNESCO prizes

Overall rating	Prizes featuring in this category
Satisfactory*	-L'ORÉAL-UNESCO Prize "For Women in Science" -UNESCO/Guillermo Cano World Press Freedom Prize
Revisions needed**	-UNESCO/King Sejong Literacy Prize -UNESCO/Confucius Prize for Literacy -UNESCO/Bilbao Prize for the Promotion of a Culture of Human Rights -Félix Houphouët-Boigny Peace Prize -UNESCO/Jikji Memory of the World Prize -UNESCO/Madanjeet Singh Prize for the Promotion of Tolerance and Non-Violence -UNESCO/King Hamad Bin Isa Al Khalifa Prize for the Use of Information and Communication Technologies in Education
Major revisions needed***	-UNESCO/Kalinga Prize for the Popularization of Science -UNESCO/Sultan Qaboos Prize for Environmental Preservation -UNESCO/Sharjah Prize for Arab Culture -IPDC-UNESCO Prize for Rural Communication -UNESCO/Avicenna Prize for Ethics in Science -UNESCO/International José Martí Prize -UNESCO/-Emir Jaber al-Ahmad al-Jaber al-Sabah Prize to promote Quality Education for Persons with Intellectual Disabilities -UNESCO/Hamdan Bin Rashid Al-Maktoum Prize for Outstanding Practice and Performance in Enhancing the Effectiveness of Teachers -Melina Mercouri International Prize for the Safeguarding and Management of Cultural Landscapes (UNESCO-Greece) -Great Man-Made River International Water Prize for Water Resources in Arid Zones presented by UNESCO

* Satisfactory: positive rating on all four dimensions (visibility, prestige, integrity, alignment).

** Revisions needed: negative rating on one or two of the four dimensions.

*** Major revisions needed: negative rating on three or four of the four dimensions.

Overall, we can conclude that the benefits of prizes through the mechanisms of integrity, alignment, prestige, visibility and awareness-raising, and (as a result) the contribution to UNESCO's mandate do not justify the substantial investments of staff time and financial resources. Moreover, (potential) problems of reputational risk make it even more costly to continue with the current state of affairs. Consequently, we recommend a substantial reform of the prizes strategy based on the principle of less is more (see Box 3).

Recommendation: Reforming the prizes strategy

In order to reduce reputational risk and enhance the overall cost-effectiveness of the instrument of UNESCO prizes, reform is needed. The Secretariat should revisit the existing prizes strategy with a view to submitting to the Executive Board a revised strategy which would take into account the following elements:

- A reclassification of some existing prizes as awards since several prizes do not have a global or regional scope and are only known in one or two countries (usually the country of the donor). This reclassification would free up staff resources currently dedicated to prize management in the sectors.
- A gradual phasing-out of some existing UNESCO prizes. In the medium and long term there should be a limited number of prizes, e.g. one per sector.
- Pooling of future donor funding, with each prize not necessarily being associated with a single donor. The minimum cash award of each prize could increase from \$20,000 to, for example, \$50,000 to lift prestige and visibility.
- A strengthened set of selection criteria for new prizes with specific regard for potential reputational risk.
- A set of appropriate response measures for containing reputational risks, including appropriate naming of prizes.
- Development of a public information and public relations strategy for each prize, supported by adequate funding and collaboration between the central prize focal point, UNESCO field offices and National Commissions. Strict quality control of information products regarding each prize is also needed.
- Less restrictive nomination processes to increase the number of high-calibre nominees

Box 3. UNESCO prizes: less is more

Arguably, even the smallest prize in the UNESCO list of prizes can provide a meaningful and important contribution to the achievement of UNESCO's mandate among a particular group of stakeholders in a specific field. Yet, as clarified in Box 1, the mandate of prizes goes beyond such benefits as prizes are intended to contribute to the Organization's global visibility and prestige, and consequently UNESCO's achievements of its mandate in the area of the prize and beyond at the global level.

Enhancing the effectiveness of individual and the collective of UNESCO prizes goes hand in hand with a reduction in the number of prizes. It should be noted that a reduction in the number of prizes does not necessarily mean abolishing existing ones, as some prizes may be converted into awards and managed beyond the framework of the (revised) prizes strategy under the name of award.

Reducing the number of prizes into a few highly prestigious and visible ones is important for the following reasons:

- Too many prizes will dilute the ‘brand name’ of a UNESCO prize. In order for UNESCO prizes to be a strong brand and highly visible, there should not be too many of them and all prizes should be of high quality and visibility.
- A few strong prizes will facilitate developing and implementing an active reputation management strategy, with stronger communication and partnership strategies with donors (potentially multiple donors per prize) and other stakeholders (e.g. professional and academic communities).
- Fewer prizes would mean UNESCO and donor resources could be concentrated, with more resources available for the promotion and management of individual prizes. Highly visible and prestigious prizes will also more easily attract additional donor funding (in case of multi-donor prizes).
- The idea of having only one or two prizes per Sector would enable UNESCO to position prizes more strongly on a few key topics of global importance. These key topics should be aligned to UNESCO’s mandate within the Sector and the particular niche of a topic given already available prizes. For example, the prize on women in science corresponds to the core of UNESCO’s mandate (science and gender equality) and does not duplicate already existing prizes (e.g. the Nobel Prizes for Physics or Chemistry).

3.1.6 The value for money of special prizes

UNESCO has two special prizes, the *L’ORÉAL-UNESCO Prize “For Women in Science”* and the *Félix Houphouët-Boigny Peace Prize*. Both offer high cash awards and are governed by special statutes not aligned to the prizes strategy (185 EX/38). The *L’ORÉAL-UNESCO Prize “For Women in Science”* scores well amongst all indicators for visibility and prestige, but also has the highest budget. The close involvement of the L’Oreal Foundation also contributes to the success and worldwide visibility of the prize. However the fact that the management of the prize is largely in the hands of the donor also presents challenges for UNESCO. First, the organization does not have the power to optimally determine how its mission should be conveyed to the public at large. Secondly, there is a potential reputational risk in being associated with L’Oreal.¹⁵

The *Félix Houphouët-Boigny Peace Prize* can be considered prestigious in several ways: the jury composition of eminent persons, the high profile of prize recipients and the large cash award. However, it scores significantly lower on visibility than the *UNESCO/Confucius Prize for Literacy* and the *UNESCO/Guillermo Cano World Press Freedom Prize* whose budgets are substantially lower. Despite the fact that the *Félix Houphouët-Boigny Peace Prize* is supported by substantial extra-budgetary funding, considerable Regular Programme resources are invested in staff costs, more than for any other.¹⁶

¹⁵ In case of a scandal, such as the “Bettencourt affair”, UNESCO does not currently have an adequate mechanism to address this.

¹⁶ Operational costs are largely funded by a special fund for the prize. However, two full-time posts (1 D and 1 G post) in the executive secretariat of the prize are paid from the Regular Programme budget.

Recommendation

The Félix Houphouët-Boigny *Peace Prize* should undergo closer scrutiny to enhance cost-effectiveness. This might imply a reduction in Regular Programme resources invested in staff costs and measures to enhance its visibility.

3.2 Managing UNESCO Prizes

The formulation and implementation of the prizes strategy constituted an important positive step towards improving the performance and effectiveness of the instrument of UNESCO prizes. After the implementation, the number of prizes fell from 33 to 21. Statutes and (to some extent) management processes were harmonized and minimum requirements for prizes were clarified. Despite these improvements, significant challenges remain in the management, monitoring and reporting on prizes, as discussed below.

3.2.1 Management of UNESCO Prizes

We briefly discuss the roles and responsibilities of the main actors, highlighting some shortcomings and challenges.

The main actors involved in the management of prizes are the following:

- **ERI:** ERI, through the prizes coordinator, plays a key pivotal role in the process of coordinating and reporting on prizes. Currently, there is no full time prizes coordinator. As a result, all centralized mechanisms such as the appraisal of proposed prizes and monitoring and reporting on existing prizes are unsatisfactory or not working at all.
- **ODG:** ODG has an advisory role in the reporting on prizes to the Board.
- **BSP:** monitors work programs and expected results on prizes through SISTER. As shown in Annex 6 under indicator A5, current reporting in SISTER is inadequate.
- **LA:** LA assesses the compliance of prizes statutes with the directives in the prizes strategy. Whenever a new prize is proposed, LA looks at the legal aspects of the proposal.
- **Sectors:** Individual prize focal points and associated staff (mostly temporary) are the main actors in the UNESCO system dealing with prizes. Together with donor representatives they are in charge of managing all prize-related activities such as the call for nominations, the nomination process and deliberation of the jury and the prize ceremony. In addition, communication and promotional activities are mostly decentralized to this level. Though not the subject of our inquiry, the evaluation team wishes to underline that in most cases prize focal points and their teams are doing an outstanding job given the limited time and resources at hand. In some Sectors (e.g. Education), an additional level of prizes management has been established in the Executive Offices. The benefits of dividing prize management tasks between individual prize focal points and the Executive Office are still unclear. The coordination of prizes at the sectoral level may improve the alignment of prizes with sectoral objectives and programmes and

generate economies of scale in the management and coordination of prizes. However, there are also risks of duplication and increased transaction costs.

- **Field Offices:** The survey conducted by the Thematic Working Group on Prizes has shown that knowledge and awareness of UNESCO prizes within Field Offices are relatively low. Field Offices can play multiple potentially important roles in prize processes: identifying and proposing nominations, staying in touch with prize winners and enabling them to become ambassadors of the UNESCO mission, aligning prize winners' activities with UNESCO activities, and so on.
- **Delegations and national commissions:** Delegations and national commissions play an important role in the nomination process of prizes, by proposing nominations for prizes.
- **Donors:** The division of labour between donors and UNESCO varies substantially, and is partly reflected in our rating system of individual prizes.

Recommendation

There should be a stronger and more proactive role for an overall prizes coordinator within ERI who should efficiently coordinate with the individual and sectoral prize focal points. The model of having three levels of management of UNESCO prizes (individual prize, sector and ERI) should be reviewed after an initial trial period. Furthermore, in view of the political sensitivities inherent to the management of UNESCO prizes, and in order to safeguard the independence of the position, there should be a permanent post financed by the Regular Programme budget for the prizes coordinator. The roles and responsibilities of the UNESCO prize coordinator (should) include the following:

- Coordinating the monitoring and reporting of UNESCO prizes within the Secretariat and to the Executive Board on the implementation of the strategy on prizes and the continuation/discontinuation of individual prizes;¹⁷
- Coordinating the process leading to the establishment of new prizes, including the implementation of a feasibility study;
- Coordinating and streamlining communication strategies for increased visibility, especially with regard to prize ceremonies and web sites;
- Coordinating and streamlining partnerships between donors and prize focal points in Sectors;
- Sharing best practices among prizes focal points ;
- Ensuring harmonization of statutes and administrative procedures;
- Ensuring the preparation of the following documents:
 - Report by the DG to the Executive Board on the implementation of the prizes strategy every two years;
 - Biennial calendar of prizes to be presented by the DG, as part of the above-mentioned report;
 - Review of prizes six years after their establishment to support decision-making on continuation or discontinuation of a prize.

These roles require further clarification within the framework of a revised prizes strategy.

¹⁷ Liaising with BSP to ensure uniform and adequate results-reporting on prizes.

3.2.2 Feasibility studies of new prizes

182 EX/Decision 25 called for all proposals for new prizes to be subject to a feasibility study. Currently, the Secretariat has no procedure or tools in place for undertaking such studies.

Recommendation

The feasibility study should be undertaken by the (future) prize focal point in Sectors and based on information submitted by the potential donor, with additional verification by the prize focal point or other actors within UNESCO (ERI prize coordinator, LA). It should provide accurate information on the following aspects:

- The relevance of the proposed Prize in relation to UNESCO's strategic objectives.
- The potential to become a highly visible and prestigious prize, taking into account the proposed budget and strategy for communication and partnership building, the composition of the jury and connections with global expertise in the domain of the prize, and the approach for attracting high quality nominations.
- The integrity of the prize, covering multiple aspects such as the financial (e.g. information on financial regulations of the prize), procedural (e.g. the composition and independence of the jury) and reputational integrity (e.g. the reputation of the donor).
- Other aspects which should be in compliance with the prizes strategy. For example, the proposal for collaboration between donor and UNESCO, evidence of cost recovery and sufficient extra-budgetary funding (from the donor) to cover all costs associated with the prize.

3.2.3 Monitoring and reporting of prizes

171 EX/Decision 24 called for the Director-General to report every two years on the implementation of the strategy on UNESCO prizes. Currently, the reporting procedure lacks adequate empirical evidence on the performance and effects of prizes. Moreover, reporting in SISTER is unsatisfactory for many prizes as noted previously and illustrated by indicator A5 in Annex 6.

Recommendation

Prizes should be adequately monitored through SISTER. In addition, a simple overall monitoring system should be put in place. A simplified version of the balanced scorecard used in this evaluation can serve as a reference for monitoring UNESCO prizes. The data collected for the purpose of this exercise could also be used as a baseline for future performance reviews of existing prizes. Examples of relevant information to be collected are the following: the number and quality of nominations submitted; the use of the prize money as well as testimonies about whether or not the prize has made a difference for the individual/organization who received the prize; the number of participants and journalists attending the prize ceremony; the annual press coverage for each prize; the overall costs incurred for each awarding cycle, including staff costs.

3.2.4 Continuation/discontinuation of UNESCO prizes

Document 171 EX/19, endorsed by the Executive Board called for all prizes to be subject, every six years, to a decision on continuation or discontinuation. Currently, the Secretariat has no procedure or tools in place for supporting such decisions.

Recommendation

The secretariat should develop an indicator framework and corresponding approach for data collection, building on the balanced scorecard of the present evaluation, to improve its recommendations to the Executive Board, enabling it to take an evidence-based decision regarding the renewal or discontinuation of a prize. Particular attention should be given to:

- The nature and magnitude of international press coverage of the prize over the six-year cycle
- UNESCO's constituents' (in particular the target communities of a prize) awareness of the prize and its underlying message
- The financial sustainability of the prize over the six-year cycle
- The evolution in the number and quality of nominations submitted over the six-year cycle
- The significance of the prize as perceived by prize winners

3.2.5 Impact assessment of UNESCO prizes

185 EX/Decision 38 Para 12 called for an assessment of the impact of each prize every four years. On the basis of our inquiry, we have arrived at the conclusion that sound feasibility studies and effective monitoring and reporting would provide sufficient information to the Board to enable it to take decisions on the (dis)continuation of individual prizes. Fully-fledged impact assessments of individual prizes signify a substantial monetary investment with limited benefits and therefore questionable cost-effectiveness.

In other words, we conclude that given:

- The substantial costs of data collection and analysis as well as capacity requirements associated with rigorous impact assessment of a prize, and;
- An anticipated improvement in the quality of analysis underlying decisions and reporting with respect to individual prizes, following this report's recommendations,

The cost-effectiveness of an impact assessment of individual prizes every 4 years is very low.

Recommendation

The Secretariat should submit a request to the Board to revisit 185 EX/Decision 38 Para 12 on compulsory impact assessments of individual prizes every four years.

ANNEXES

ANNEX 1: TERMS OF REFERENCE

I. Background information

1. In 2004, the Director-General established a Working Group to review the situation of all existing prizes. The review led to the development and eventual adoption by the Executive Board of UNESCO's first global strategy for its prizes (171/EX 19). The strategy contains criteria which provide an overall framework and guidelines for the management and promotion of existing prizes, as well as the creation, promotion and administration of future ones.
2. The strategy specifies that every UNESCO Prize should correspond to at least one strategic objective of the Organization's Medium-Term Strategy (C/4) and/ or to one or several programme priorities of major programmes as contained in programme and budget documents (C/5).
3. The Executive Board decided (171 EX/Decision 24) that the Director-General review on a biennial basis the implementation of the strategy and the overall situation with regard to UNESCO Prizes. The Director-General has so far submitted two reports to the Executive Board in 2007 (177 EX/28) and 2009 (182 EX/25).
4. The strategy further stipulates that the statutes for each prize shall contain a sunset clause, whereby the longevity of all prizes is restricted to six years and the renewal of a prize will be based upon a review between the donor and the Director-General. To date, no such review has taken place.
5. Although not requested, the Director-General presented a report to the last session of the Executive Board (185 EX/38) containing her assessment of the effectiveness of the overall strategy for UNESCO prizes. The report draws upon the work of the internal Thematic Working Group on Prizes that was established by the Director-General in February 2010. This report also provides some key elements to be taken into account in any feasibility study of new prizes. Subsequently, the Executive Board decided it was necessary to "assess the impact of each prize four years after its creation, based upon a report of the Director-General".
6. There are currently 21 active prizes, including two specific prizes and five prizes that have been instituted since March 2004 (171 EX/19); one prize is still suspended and two prizes are inactive with an ongoing proposition to abolish them (see annexed table).

II. Relevant Findings of previous work on prizes

Findings of the Report of the Thematic Working Group on Prizes (April 2010)

- The group concluded that UNESCO is currently not "in a position to systematically monitor its prizes for their visibility and impact on the Organization's prestige and credibility" and that the available data from press-monitoring did not adequately capture the progress towards these two objectives.

- The group found that some factors contributing to enhancing the visibility and impact are: the international stature of the jury, donor and laureates, the budget dedicated to outreach and publicity, and the clarity of the message attached to the prize.
- The Thematic Working Group on prizes conducted a survey among staff members stationed in field offices (FO). The poll revealed that FOs are not involved and informed on a systematic basis on the prize nomination and ceremony, nor on possibilities to link the prizes to programme delivery mechanisms.
- Finally, the Working Group highlights the absence of a harmonized strategy and monitoring system regarding prizes.

Findings of the Director-General report to the 185th Executive Board (September 2010)

7. The overall strategy on UNESCO Prizes instituted in 2005 aims at harmonizing the criteria for the creation, monitoring and financing of all UNESCO Prizes. The Executive Board requested the DG to report on a biennial basis on the implementation of the strategy and the development of the overall situation with regard to UNESCO prizes (171 EX/19). The DG has presented progress reports in 2007 and in 2009. The main conclusions of the latest report are described below.
 - It was found that the implementation strategy has been effective and has contributed to the significant improvement of the prizes' management and monitoring. The strategy was also deemed an adequate framework for the evaluation of prizes proposals.
 - The harmonization of the prizes' contribution to programmatic objectives is well advanced since all active prizes correspond to at least one SPO18 and/or Programmatic priority.
 - The report specifies that the main challenge to the implementation of the strategy lies in accurately assessing the contribution of prizes to the overall prestige and impact of the organization. The report concludes that "more sophisticated instruments and specialized services and indeed funding may be required to prepare for an impact assessment".

Findings of IOS Desk Review

8. IOS reviewed SISTER work plans to assess the existence and quality of the results data. Out of 21 active prizes, 15 have an activity registered in SISTER, but only 11 prizes have identified expected results and performance indicators and 5 have an updated progress report (as of December 31, 2010).
9. The nature of the expected results and performance indicators varies substantively from one prize to another. Eight prizes have expected results that are related to the activities to which they are attached, among which three are linked to awareness-raising. In three cases, the awarding of the

¹⁸ See annex table of correspondence prize/SPO (185 EX/25).

prize constitutes itself an expected result, whereas in results-based management (RBM) terms this should be regarded as an output.

10. In terms of performance indicators, 7 prizes have adopted the number of applications received as their indicator of reference. Among them three have the quality of nominations/applications as a complementary indicator. Five prizes have indicators specific to the visibility of the event (e.g. number of information materials published, number of visits to the website, media coverage).
11. IOS also reviewed the Sector for External Relations and Cooperation ERC database on prizes. This database is aimed at keeping track of the prize winners. It has two search options allowing for searches of prize winners for a given prize (including cancelled prizes) or from a given country. The database is up to date until 2007 and gives an overview of past awardees of all UNESCO prizes.
12. The desk review highlights a number of areas for improvement in the monitoring and evaluation system of prizes:
 - the absence of results-based monitoring and reporting information to accurately determine the respective contributions of UNESCO Prizes to UNESCO's expected results;
 - the need for a more harmonized approach to monitoring UNESCO Prizes;
 - the absence of a shared understanding of what constitutes the "visibility", "impact" and "contribution to programme" ;
 - the absence of a rigorous methodology for the Director-General's biennial review of Prizes;
 - the absence of a formal methodological approach for the evaluation of prizes, in light of the Executive Board decision to assess the impact of each prize four years after its creation¹⁹

IOS will conduct a more in-depth evaluation of prizes in accordance with the Terms of Reference below.

¹⁹ 185 EX/38 decision Item 8.

Terms of Reference

A- Purpose

1. The purpose of the evaluation is twofold:
 - a. to develop recommendations and guidance for improving the appraisal of new prizes, monitoring of existing prizes and decision-making regarding the (dis)continuation of existing prizes; and
 - b. to assess the strengths and weaknesses of existing prizes on the basis of four broad dimensions: visibility, prestige, integrity and alignment.
2. There are a number of intended users of the evaluation including:
 - UNESCO's Governing Bodies and the Director-General in their decision-making concerning the termination or renewal of individual prizes;
 - Director-General as part of her ongoing monitoring of the functioning of prizes, her next biennial review of the implementation of the prizes strategy and her report on the impact of individual prizes as called for in 185 EX / Decision 38, and;
 - Donors of individual prizes who are expected to undertake the review of their respective prize with the Director-General prior to any decision concerning their renewal or termination;
 - Other organizations whose strategy on prizes can be informed by the knowledge generated by this evaluation.

B- Evaluation Scope

3. Based on the information contained in the desk review, the evaluation will assess the promotion, management *and* impact of prizes. Evaluating the impact of prizes constitutes a complex exercise, as causal processes are diffuse (many other factors significantly affecting indicators of importance) and difficult to capture in measurable indicators. Consequently, this evaluation will be divided into two phases.
4. The first phase will consist of a comprehensive approach to assessing all prizes on a number of key intermediate outcomes. These outcomes will be determined on the basis of desk study work resulting in the conceptualization of a simplified intervention logic surrounding UNESCO prizes. Subsequently, outcomes and underlying outputs and activities will be assessed for each prize using a framework of indicators based on the intervention logic.
5. The second phase will focus on a more in-depth impact assessment of one selected prize. Although limited in scope, due to the empirical depth of the exercise it is expected to generate valuable lessons for periodic impact assessment of prizes as well the indicator framework developed in the first phase.
6. The key evaluation questions to be answered by the evaluation are:

Phase 1:

- a) What are appropriate indicators for capturing the integrity of nomination processes of prizes, the alignment with UNESCO objectives, and the visibility and prestige of UNESCO prizes?

- b) What are the strengths and weaknesses of the different prizes as measured through these indicators?
- c) What is the nature and performance of current comprehensive centralized mechanisms as regards to appraising, monitoring and reporting on prizes?
- d) What lessons for monitoring and appraising prizes can be derived?
- e) What recommendations regarding the value for money of individual prizes can be derived?

Phase 2:

- a) What is the impact of the prize in terms of:
 - awareness raising among stakeholders and the public at large;
 - generating new opportunities for awardees;
 - enhancing the visibility and prestige of the donor, UNESCO and the awardee;
 - contributing to the achievement of UNESCO programme and strategic objectives.
- b) What lessons for rapid periodic impact assessment of prizes can be derived?

C- Methodology

7. The methodological sequence will unfold as follows:

Phase 1:

- The evaluators will first reconstruct a simplified intervention logic for UNESCO prizes focusing on intermediate outcomes. On the basis of the Intervention logic, the team will establish a framework of indicators to assess relevance, efficiency and effectiveness of prizes.
- This framework will be piloted on the basis of a desk study and interviews with focal points and other stakeholders. For each prize, the evaluators will produce a tentative scorecard and identify information gaps.
- After validating the scorecard, all prizes will be rated.
- The analysis of findings on indicator ratings (strengths and weaknesses) and generalizable conclusions on these findings will be presented in a report.
- The evaluators will subsequently develop guidelines for the Secretariat on the appraisal (assessing feasibility) of proposals for new prizes, as well as guidelines to strengthen results-based monitoring and reporting of prizes.

Phase 2:

- One prize will be selected for in-depth assessment of impact (choosing one of the two special prizes L'Oréal, Houphouët-Boigny).
- The intervention logic will be further refined by specifying expected causal linkages between intermediate outcomes and impact (at four levels: UNESCO, donor, awardees, public at large).
- Field work will be undertaken to assess the impact of the prize.

- Findings will be presented in a report. The report will include recommendations for improving appraisal, monitoring as well as periodic impact assessment of prizes.

D- Roles and responsibilities first phase

8. IOS will manage and conduct the first phase of the evaluation. A reference group will be established consisting of members of the previous Thematic Working Group on Prizes and prize focal points. The planning and implementation of the second phase is to be determined, subject to the availability of resources.

E- Timeline first phase

Phase	Deadlines
Inception report	End of March 2011
Data Collection and Field Work	April-June 2011
Draft report	Mid-September 2011
Final Report	January 2012

ANNEX 2: List of UNESCO Prizes

Active Prizes

Félix Houphouët-Boigny Peace Prize
L'ORÉAL-UNESCO Prize "For Women in Science"
UNESCO/King Sejong Literacy Prize
UNESCO/Confucius Prize for Literacy
UNESCO/UNESCO-Emir Jaber al-Ahmad al-Jaber al-Sabah Prize to promote Quality Education for Persons with Intellectual Disabilities
UNESCO/King Hamad Bin Isa Al Khalifa Prize for the Use of Information and Communication Technologies in Education
UNESCO/Hamdan Bin Rashid Al-Maktoum Prize for Outstanding Practice and Performance in Enhancing the Effectiveness of Teachers
UNESCO/Kalinga Prize for the Popularization of Science
UNESCO/Sultan Qaboos Prize for Environmental Preservation
UNESCO/Bilbao Prize for the Promotion of a Culture of Human Rights
UNESCO-Madanjeet Singh Prize for the Promotion of Tolerance and Non-Violence
UNESCO/International José Martí Prize
UNESCO/Avicenna Prize for Ethics in Science
UNESCO/Juan Bosch Prize for the Promotion of Social Science Research in Latin America and the Caribbean
UNESCO/Sharjah Prize for Arab Culture
Melina Mercouri International Prize for the Safeguarding and Management of Cultural Landscapes (UNESCO-Greece)
IPDC-UNESCO Prize for Rural Communication
UNESCO/Guillermo Cano World Press Freedom Prize
UNESCO/Jikji Memory of the World Prize

Frozen prizes

UNESCO Prize for Peace Education
Great Man-Made River International Water Prize for Water Resources in Arid Zones presented by UNESCO

Suspended

UNESCO/Obiang Nguema Mbasogo International Prize for Research in the Life Sciences

Inactive

Carlos J. Finlay Prize for meritorious work in microbiology
International Simon Bolivar Prize

ANNEX 3: Rating template

PRESTIGE

Indicator	Scale	Means of verification
P1 - The jury of the prize is constituted by individuals of high calibre within the community of potential awardees and/or within the international community as a whole	-1 no/only a minority of jury members are highly respected (combination of evidence elements) 0 about half of the jury members are highly respected 1 yes/ a majority of the jury members are highly respected	Review of CV of jury members (evidence: academic records, high public office, received prestigious prizes, prestigious institutions)
P2 Prize winners perceive the prize as an important recognition of past achievement	-1 most prize winners are not visible on the internet 0 most prize winners are visible on the internet but the prize is not mentioned on their personal pages 1 most prize winners are visible on the internet and mention the prize on their personal pages	Review of CV, blog, websites of prize winners (evidence: the prize is mentioned on the CV, blog , website)
P3 - There is a critical number of nominations in order for the quality of the prize to be ensured	-1 the number of nominations is very low 0 the number of nominations is acceptable 1 the number of nominations is very high	Review of jury reports and interview with prize focal points
P4- The prize is awarded for past achievement	-1 the prize is awarded mainly on the basis of the merits of the project for which the prize money will be used 0 the intended or expected use of the prize money plays a role in awarding the prize 1 the prize is awarded for past achievement, the potential use of prize money plays no role in the jury deliberation process	Interview with prize focal points and review of prize winners list
P5- Prize money	-1 the prize money is \$25,000 or less 0 the prize money is between \$25,001 and \$75,000 1 the prize money is above \$75,000	Review of Prize statutes and Financial Regulations

VISIBILITY

Indicator	Scale	Means of Verification
V1- UNESCO uses the prize ceremony to enhance the visibility of the organization	-1 UNESCO is not involved in the organization of the ceremony 0 UNESCO is involved in the organization of the ceremony but visibility (logo, mission) is not very high 1 UNESCO effectively uses the prize ceremony to enhance its visibility	Interview with Prize focal point, web-search
V2- The UNESCO Prize website is up to date and well-documented	-1 The website is not up to date 0 The website is up to date but information is limited and/or there are inconsistencies in links to the site and/or other problems (e.g. older versions still exist and are publicly accessible) 1 The website is up to date, well-documented and free from other errors	Web search
V3- There is significant international press coverage regarding the prize	-1 less than 500 hits since January 2007 0 between 501 and 1000 hits since January 2007 1 more than 1001 hits since January 2007	Analysis of Meltwater data
V4- There is significant press coverage in multiple language areas	-1 less than 50 hits in two or three language areas 0 less than 50 hits in one language area 1 more than 50 hits in three language areas	Analysis of Meltwater data
V5- UNESCO Constituents are aware of the prize	-1 very few UNESCO constituents are aware of the prize 0 approximately half of UNESCO constituents are aware of the prize 1 most of UNESCO constituents are aware of the prize	Analysis of combined surveys

INTEGRITY

Indicator	Scale	Means of verification
I1 - Integrity of the donor	-1 evidence that the integrity of the donor is compromised 0 no evidence that the integrity of donor is compromised, yet no evidence that inquiry has been conducted 1 evidence that the integrity of the donor has been verified and found to be unblemished	Review of prize documents and interviews with prize focal point
I2 - There are clear and comprehensive statutes that specify the rules of the game	-1 no statutes available 0 unclear or incomplete statutes 1 clear and comprehensive statutes	Review of prize documents
I3 – There are clear and comprehensive financial regulations that specify the financial arrangements with the donor	-1 no financial regulations 0 unclear or incomplete financial regulations 1 clear and comprehensive financial regulations	Review of prize documents
I4-Independence of the jury	-1 there is evidence that the independence of the jury may be compromised 0 there is no evidence that the independence of the jury is compromised, 1 there is no evidence that the independence of the jury is compromised and additional mechanisms are in place to protect the independence of the jury	Review of jury reports Interview with prize FP
I5- The prize name is free of reputational risk	-1 the name of the prize may be associated with current international events which in turn may negatively reflect upon UNESCO 0 the prize name is liable to reputational risk 1 the prize name is free of reputational risk	Review of prize title

ALIGNMENT WITHIN & WITH UNESCO

Indicator	Scale	Data Collection
A1 - The donor covers all expenses with respect to the prize (including operating expenses)	-1 the donor covers only the costs of the prize money 0 the donor covers part of the operating expenses (e.g. prize money and prize ceremony) 1 the donor covers all operating expenses	Analysis of special accounts and staff costing
A2 - There is regular and systematic collaboration between donors and focal points	-1 no regular and systematic collaboration 0 ad hoc collaboration 1 regular and systematic collaboration	Desk review of prize documents, Interview with Prize focal points
A3 - Prize focal points/UNESCO staff actively link the prize to other UNESCO activities	-1 no articulation between prize and programme activities 0 prize ceremony is linked to programme activities (e.g. World Science Day, World Press Freedom Day) 1 prize is systematically linked to multiple programme activities	Desk review of programme documents and analysis of SISTER data
A4- The topic of the prize covers a priority of UNESCO	-1 the topic of the prize does not clearly relate to sectoral or global priorities of UNESCO 0 the topic of the prize relates indirectly to sectoral or global priorities of UNESCO 1 there is a strong link between the prize and sectoral and/or global priorities of UNESCO	Desk review
A5 - Prize focal points systematically collect data about the prize to inform decision-making	-1 the prize Sister report is not up to date 0 the prize Sister report is up to date but no further information is collected 1 the prize Sister report is up to date and further information is collected	Desk review of prize documents and interviews with prize focal point Review of SISTER Plans (up to date or not)

ANNEX 4: Interview template

Role of prize focal points

- Who are the people within UNESCO involved in the -----Prize?
- Could you briefly describe your roles and responsibilities as a prize focal point?
- Could you briefly describe the division of labour between you and the donor?
- Could you describe the process of communication and coordination with the donor?

Documentation

- What documents describe the purpose of the prize and the processes and procedures underlying the nomination and awarding of the prize?
- Who wrote these documents?
- Are these documents regularly updated?

Creation of the Prize

- Were you involved in the Prize creation process?
- Was any appraisal conducted before the creation of the prize?
- If so, which criteria were taken into account?
- Who conducted the appraisal or feasibility study?
- How did UNESCO go about assessing the integrity of the donor?

Selection of jury members

- Could you describe the jury creation process?
- Which role do you play in the selection of the jury?

Nomination and selection process

- On average how many applications do you receive per year/biennium for the -----Prize?
- Who assesses the quality of the applications received?
- How is this done?
- Have you seen an evolution in the quality and number of nominations over the years?

Communication

- Has a 'visibility and public information' strategy been developed, as suggested in the Comprehensive Strategy (171 ex/19) in order to enhance the profile, prestige and impact of the prize?
- What are the key elements of the strategy?
- For 2009-2010, how was the prize advertised? (Through NatCom? Through Permanent Delegations? Through chairs? Through partner NGOs? Other?)
- In your opinion, what could be done to improve the communication about the prize in the view to enhancing its impact on UNESCO's good reputation / awareness of the programme?

Monitoring

- What are your responsibilities concerning the monitoring and review of the ----- Prize? What role do Field Offices play?
- Describe the system that your Sector/Service/Office has in place to monitor (and review) Prizes?

- What type of information/data do you collect?
- How often?
- What tools are used to collect the data?
- Do you keep in contact with the prize winners from previous years?
- Do you ask for feedback from prize winners?
- How often?
- Which type of information do you receive/collect from donor countries?
- Which type of information feeds into the biennial DG review of Prizes?

Alignment with Programme objectives

- Is the prize complementary with any RP activity?
- To which Expected Result is the prize supposed to contribute?
- Are the Field Offices and Institutes involved in the dissemination process?
- If so, how?

Visibility and impact

- Who is the intended audience of the prize?
- Who are the potential nominees?
- What is the visibility of the prize among the intended audience?
- What is the impact of the prize among prize winners?

ANNEX 5: Interview list

Prize	Focal points
Félix Houphouët-Boigny Peace Prize	Alioune Traoré
L'ORÉAL-UNESCO Prize "For Women in Science"	Renée Clair & Maciej Nalecz
UNESCO/King Sejong Literacy Prize	Namtip Aksornkool & Sayeeda Rahman
UNESCO/Confucius Prize for Literacy	
UNESCO/-Emir Jaber al-Ahmad al-Jaber al-Sabah Prize to promote Quality Education for Persons with Intellectual Disabilities	Joyce Poan
UNESCO/King Hamad Bin Isa Al Khalifa Prize for the Use of Information and Communication Technologies in Education	Mariana Patru
UNESCO/Hamdan Bin Rashid Al-Maktoum Prize for Outstanding Practice and Performance in Enhancing the Effectiveness of Teachers	Edem Adubra
UNESCO/Kalinga Prize for the Popularization of Science	Yoslan Nur
UNESCO/Sultan Qaboos Prize for Environmental Preservation	Peter Dogsé
Great Man-Made River International Water Prize for Water Resources in Arid Zones presented by UNESCO (title to be reconsidered)	Alice Aureli & Ros Wright
UNESCO/Bilbao Prize for the Promotion of a Culture of Human Rights	Angela Melo & Irina Zoubenko-Laplante
UNESCO Prize for Peace Education	Moufida Goucha
UNESCO-Madanjeet Singh Prize for the Promotion of Tolerance and Non-Violence	Angela Melo
UNESCO/International José Martí Prize	Christina Von Furstenberg
UNESCO/Avicenna Prize for Ethics in Science	John Crowley
UNESCO/Sharjah Prize for Arab Culture	Teresa Wagner
Melina Mercouri International Prize for the Safeguarding and Management of Cultural Landscapes (UNESCO-Greece)	Kerstin Manz & Mechtild Rossler
IPDC-UNESCO Prize for Rural Communication	Valeri Nikolski & Silvia Chocorro
UNESCO/Guillermo Cano World Press Freedom Prize	Sylvie Coudray
UNESCO/Jikji Memory of the World Prize	Joie Springer
Other persons consulted during the evaluation process	
Eric Falt	ADG/ERI
Vincenzo Fazzino	former Chief of Section Publications, Branding and Merchandizing ERI
Neil Ford	Director of Public relations (ERI)
Pascale de la Fregonniere	former prizes coordinator (ERI)
Teresa Fuentes Camacho	(former) prizes coordinator (ERI)
Lydia Ruprecht	former coordinator Thematic Working Group on prizes ODG
Mariama Saidou-Djermakoye	Deputy Director ODG
Clare Stark	Program specialist (BSP/UN)
Sue Williams	Chief of Media Relations Section ERI
Written feedback received	
Michael Millward	Director of the Secretariat of the Governing Bodies
Francesco Bandarin	ADG/CLT
Qian Tang	ADG/ED

ANNEX 6: Summary Rating of UNESCO Prizes

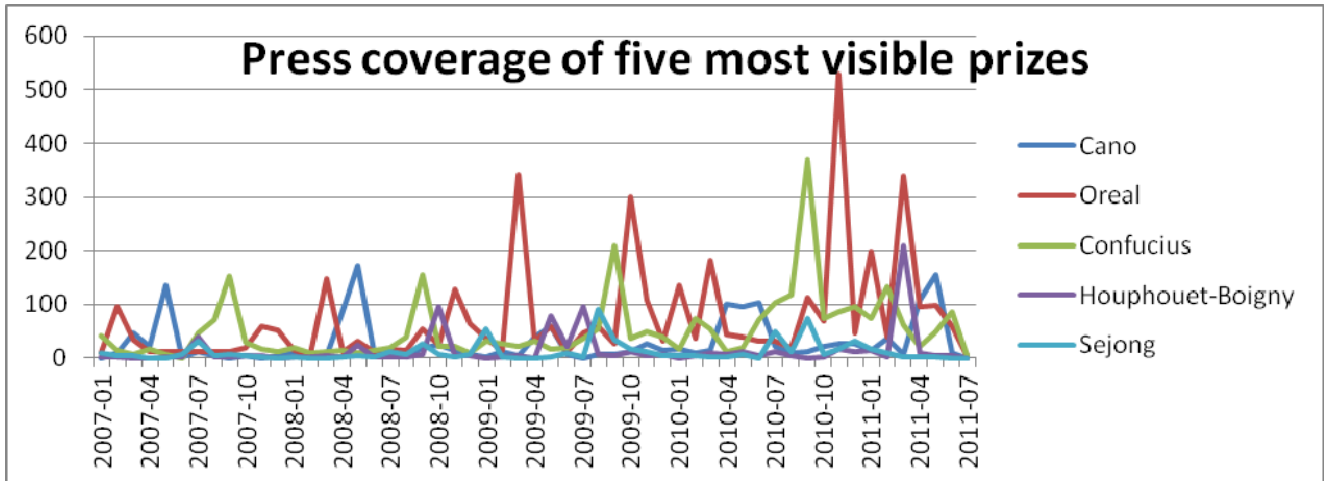
[INSERT FINAL RATING TABLE REFLECTING DISCUSSION AND COMMENTS]

Methodological note: When interpreting the individual ratings and the overall rating per prize one has to take into account the following considerations:

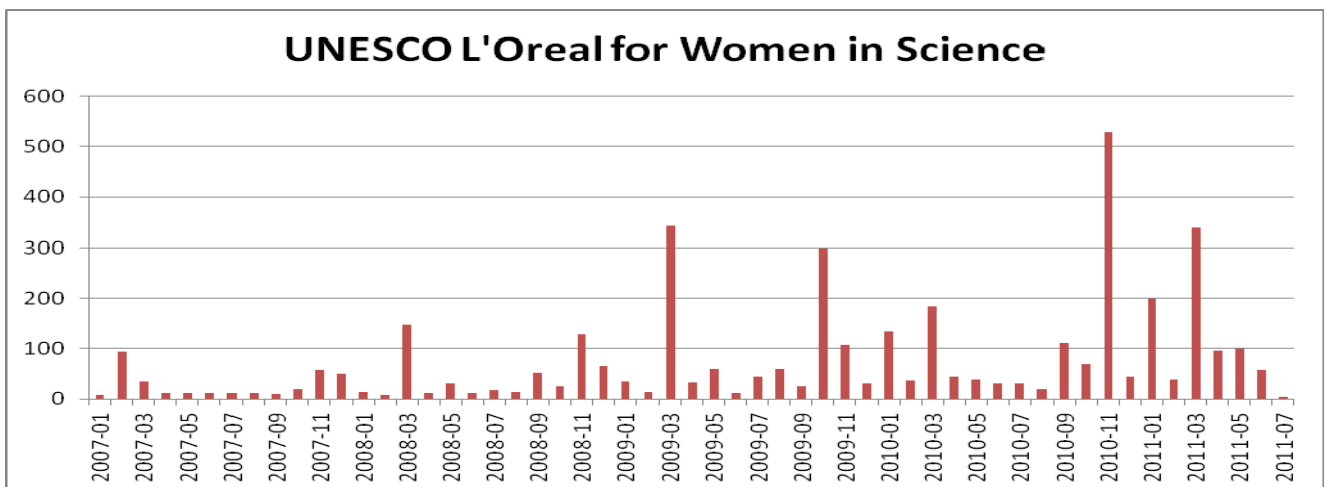
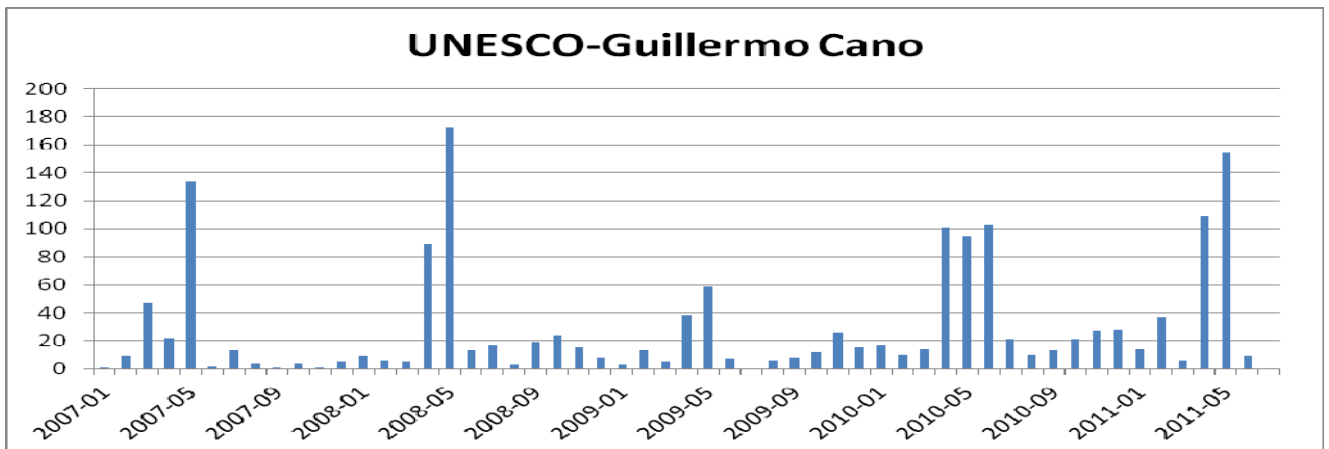
- The decision rules for aggregation explained in the main body of the report (see Section 2.2).
- Our choice of indicators (criteria) is not perfect. Although our selection is based on a systematic process of calibration informed by an explicit intervention logic (which in itself is a result of our evaluation), there are clear gaps and limitations as explained in the main body of the report. In addition, one may question the relative weights of the different criteria in the overall judgement. Despite these uncertainties, and given the level of differentiation in criteria, the overall scorecard assessment is quite robust to variations in criteria and weights.
- Intuitive impressions about a prize may not correspond to reality due to multiple factors. One notable factor is the idea of the so-called 'performance paradox'. A prize which is run very systematically and efficiently does not necessarily lead to positive effects in terms of for example visibility and prestige. Conversely, a prize which may be problematic in terms of implementation (including collaboration between stakeholders) may very well have quite positive effects. In the end however, it is safe to conclude that if there are problems of implementation, effectiveness at some point will be compromised.

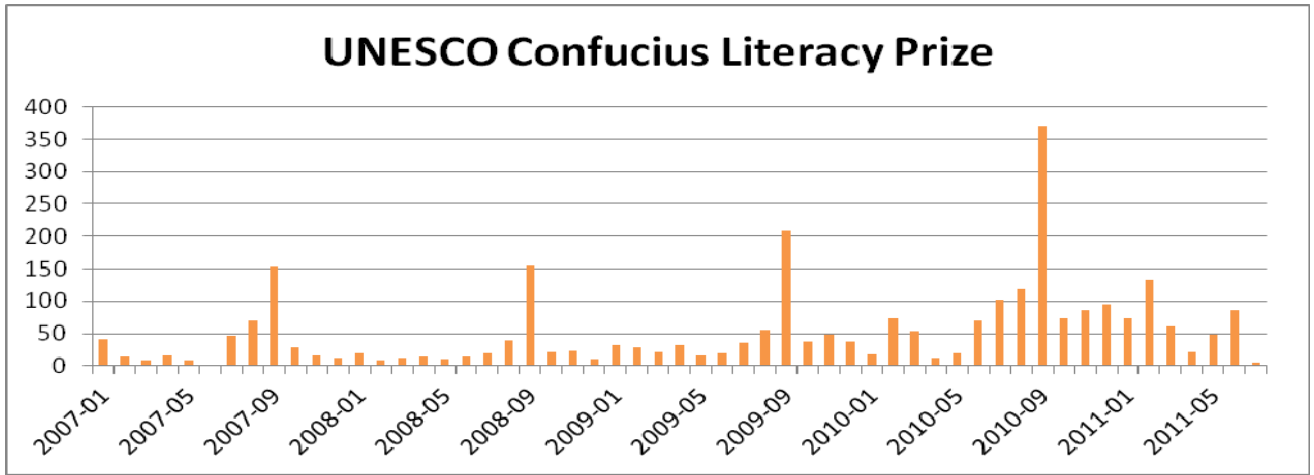
ANNEX 7: Press coverage of UNESCO Prizes

Note: The scales of the graphs vary from one prize to another (!)

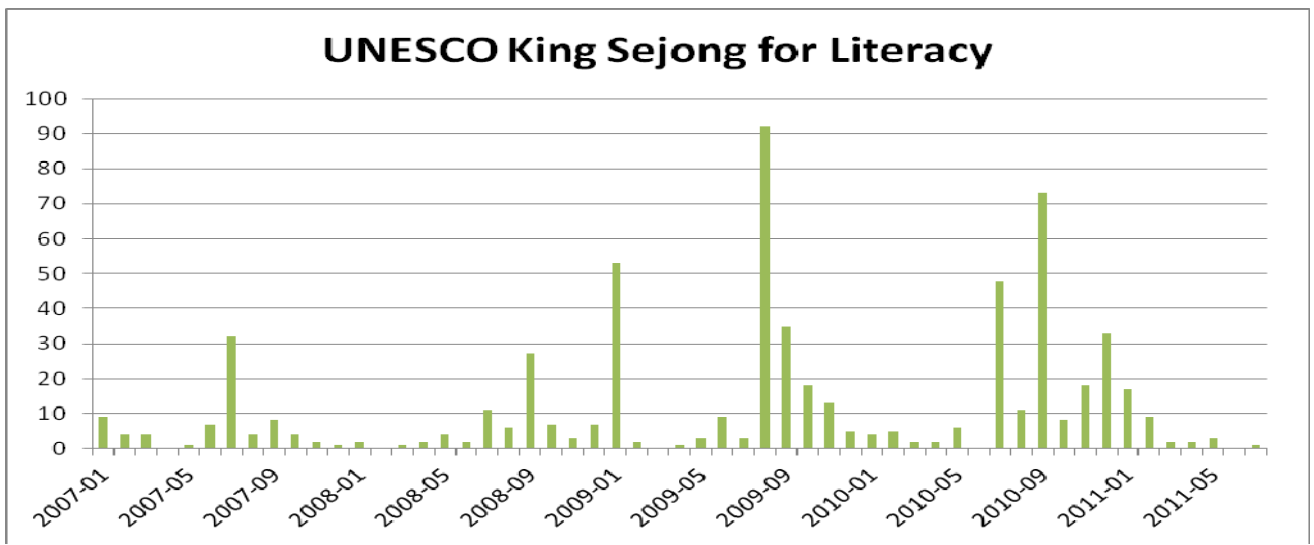
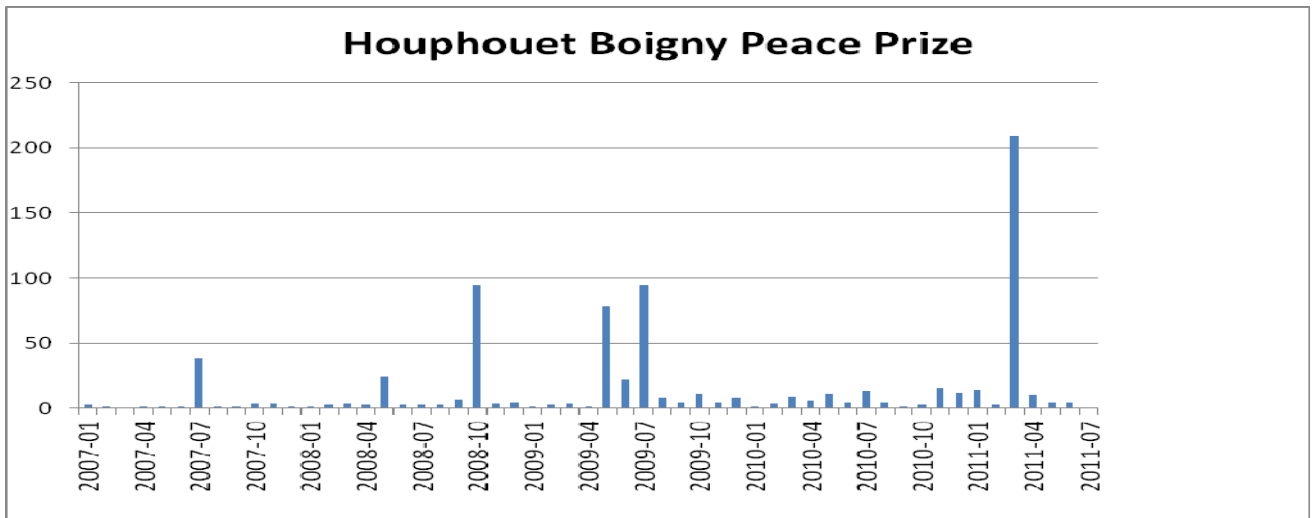


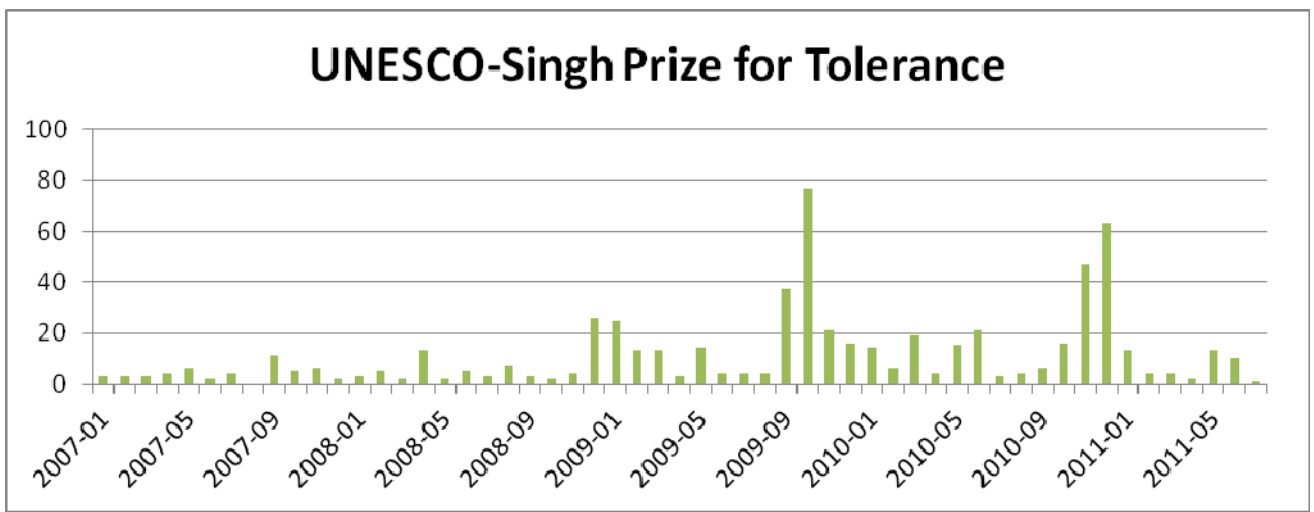
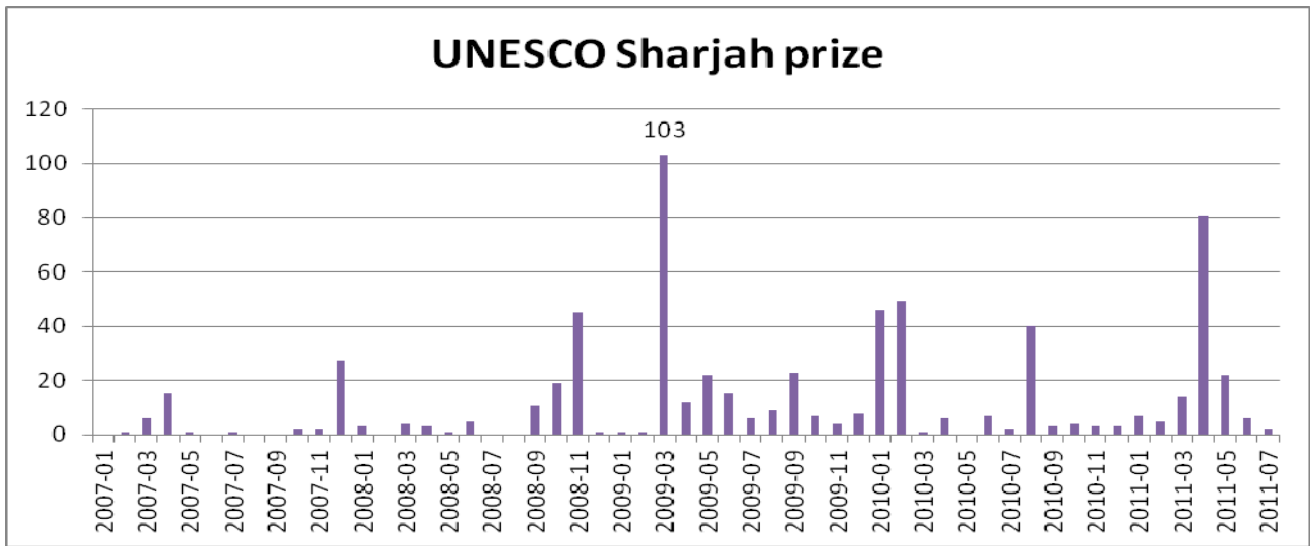
1- High press-coverage



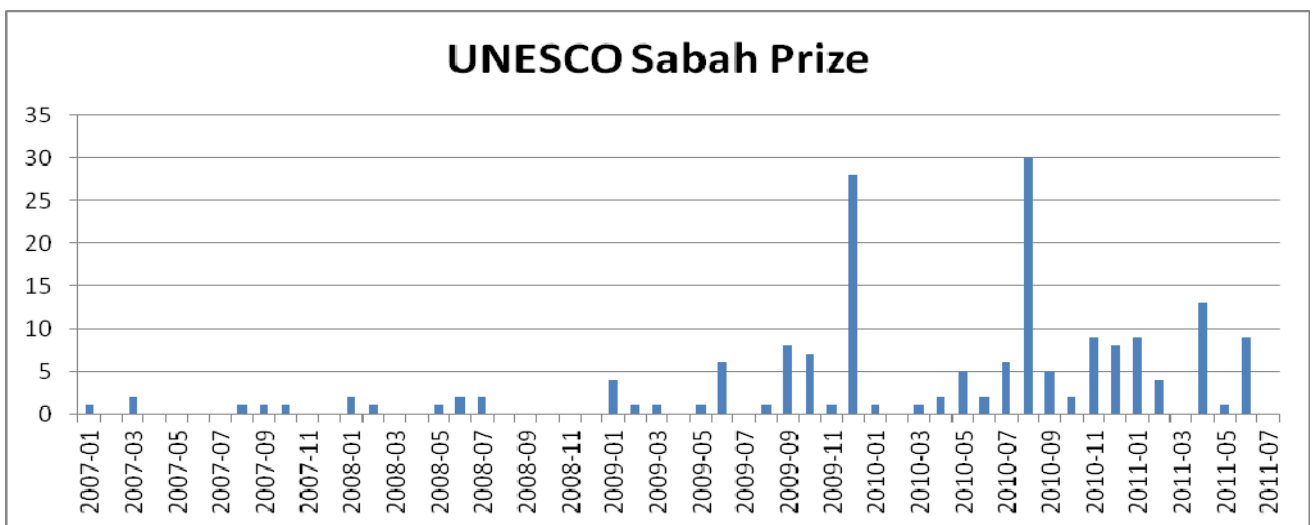


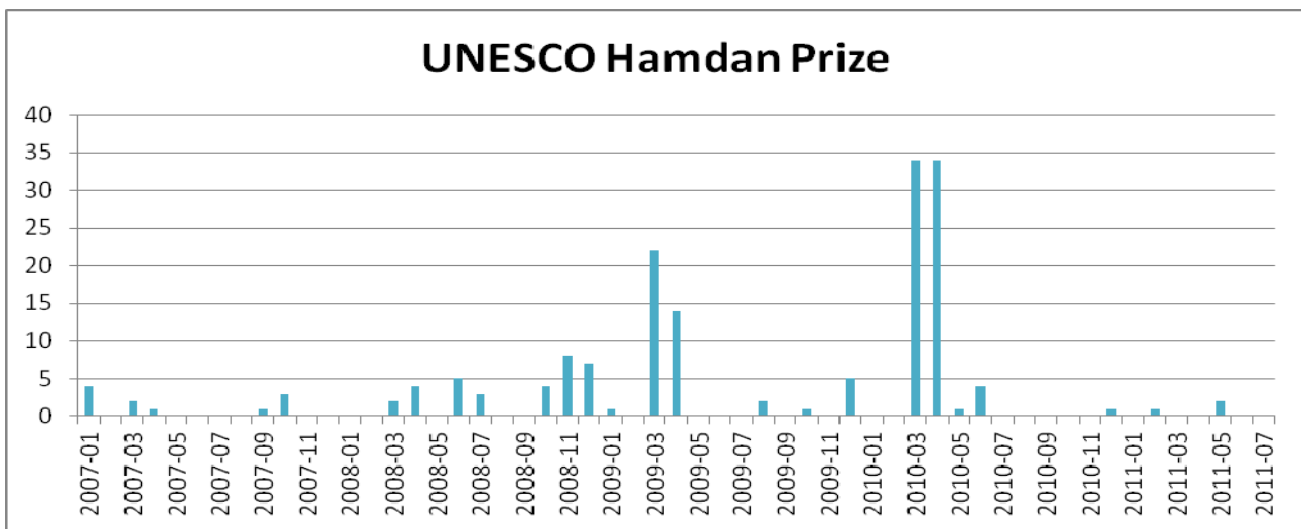
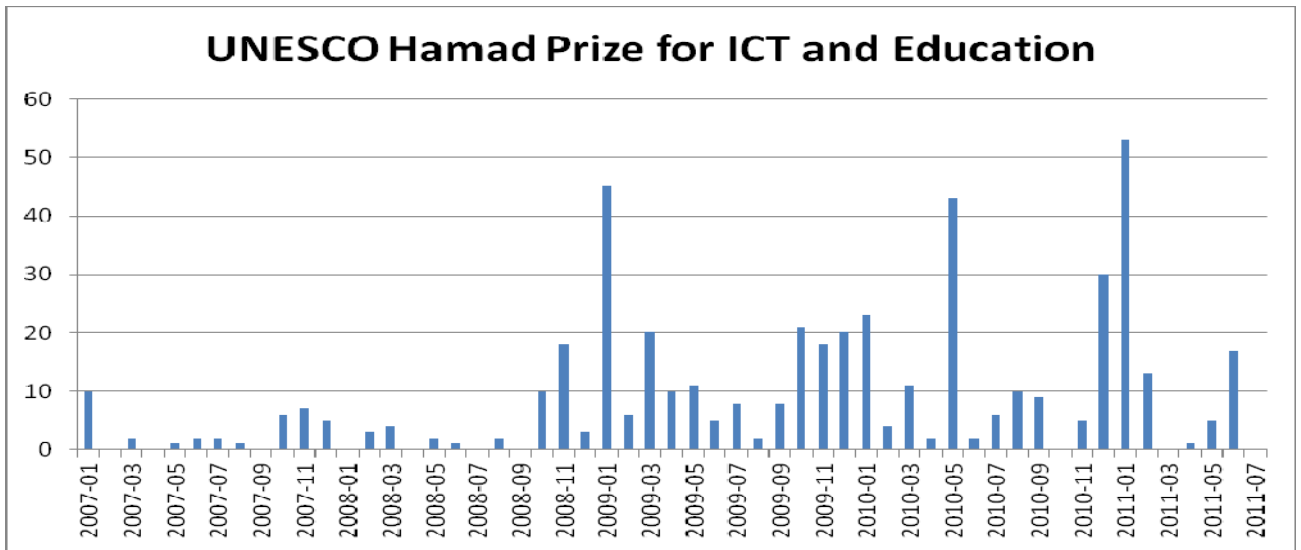
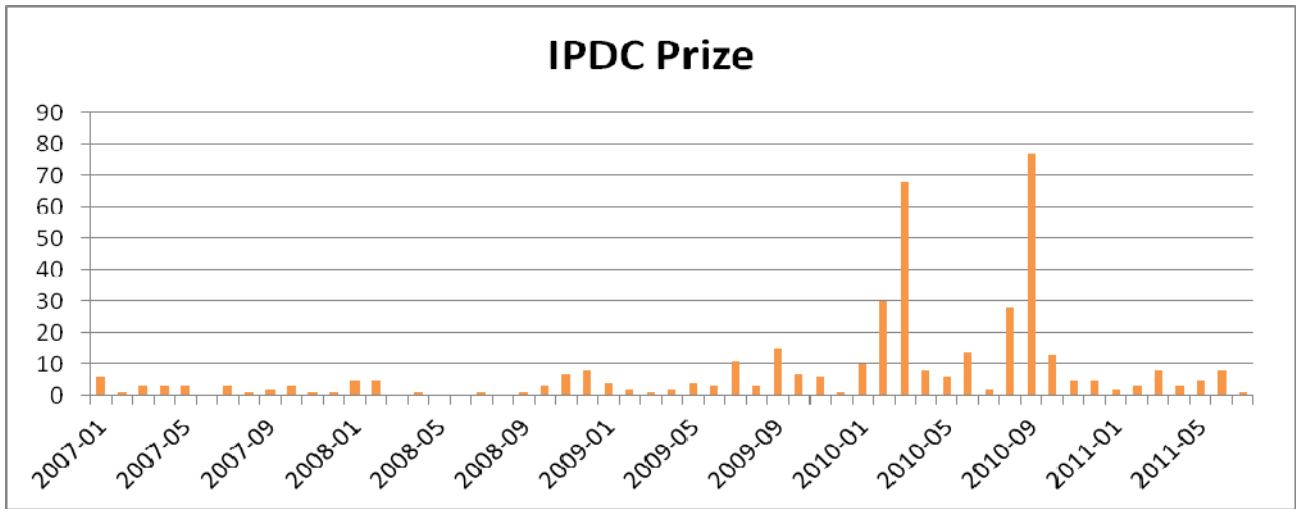
2- Medium press coverage

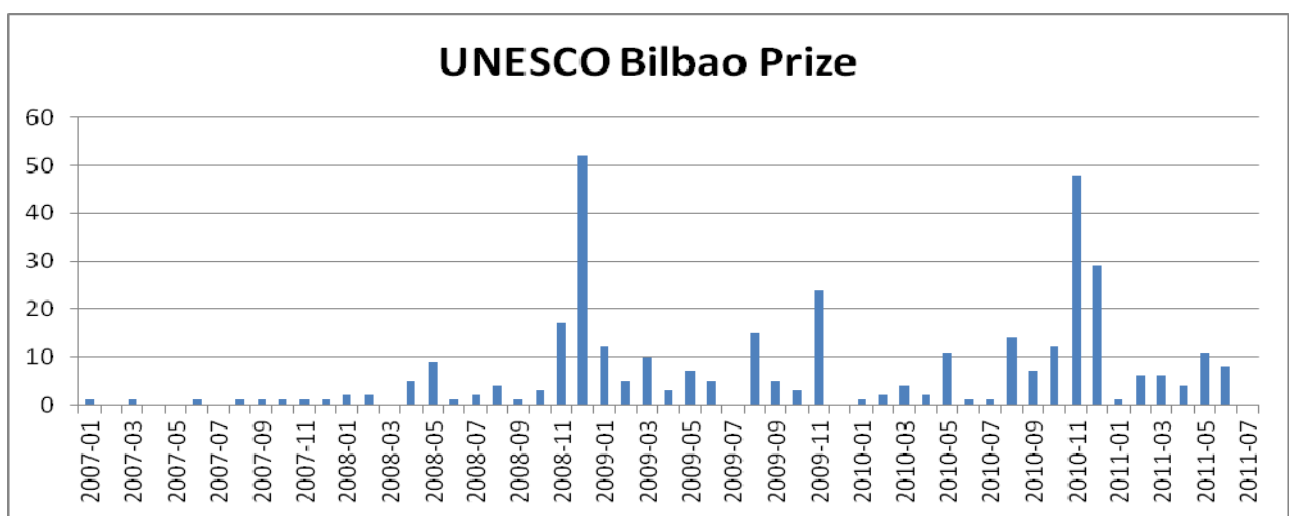
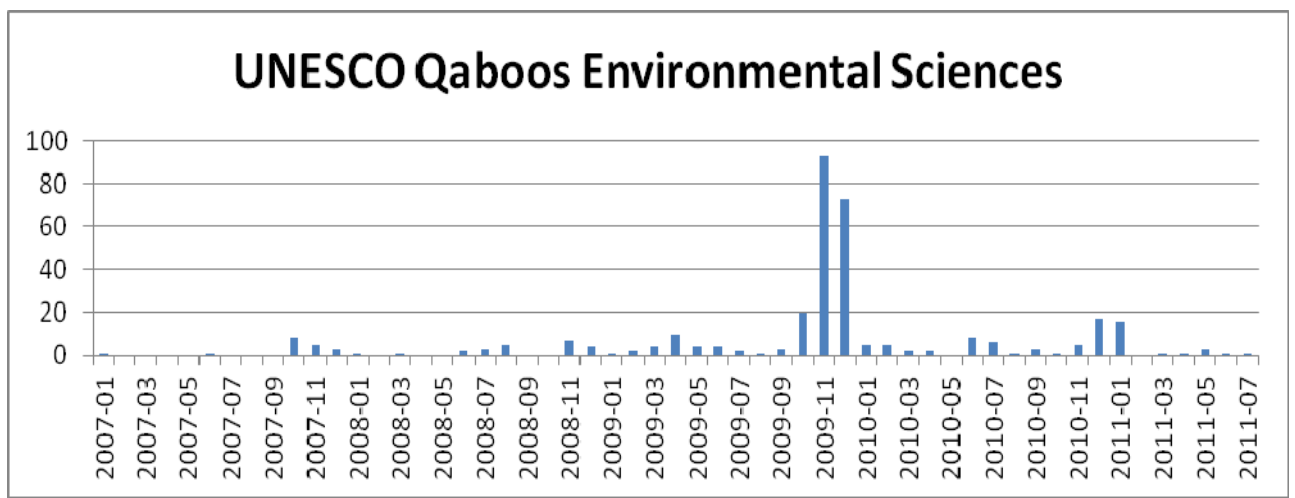
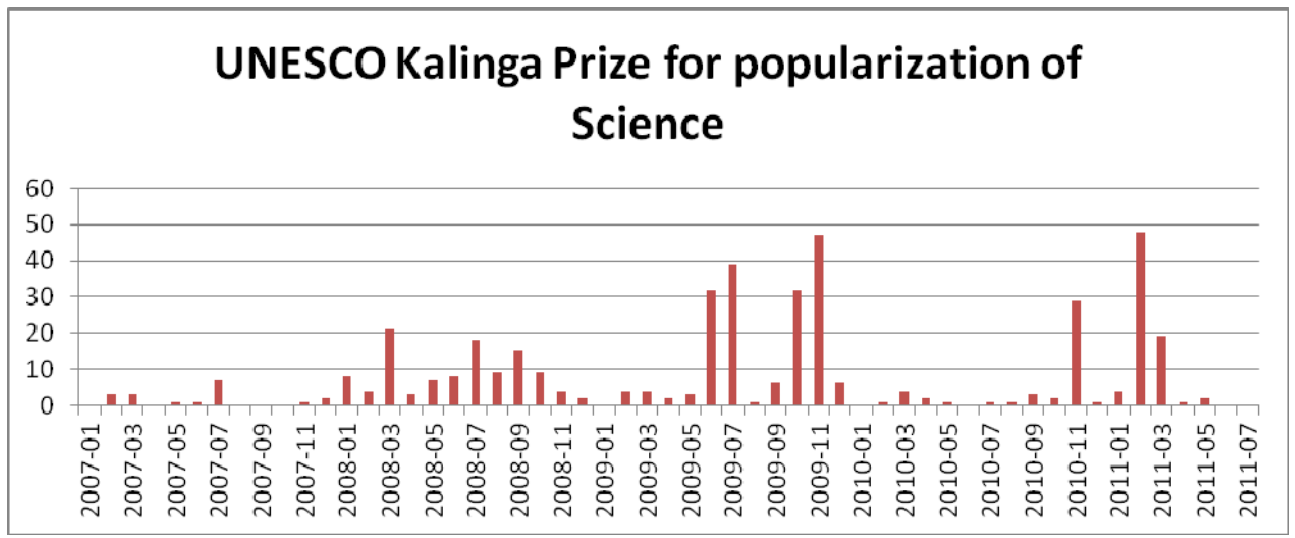


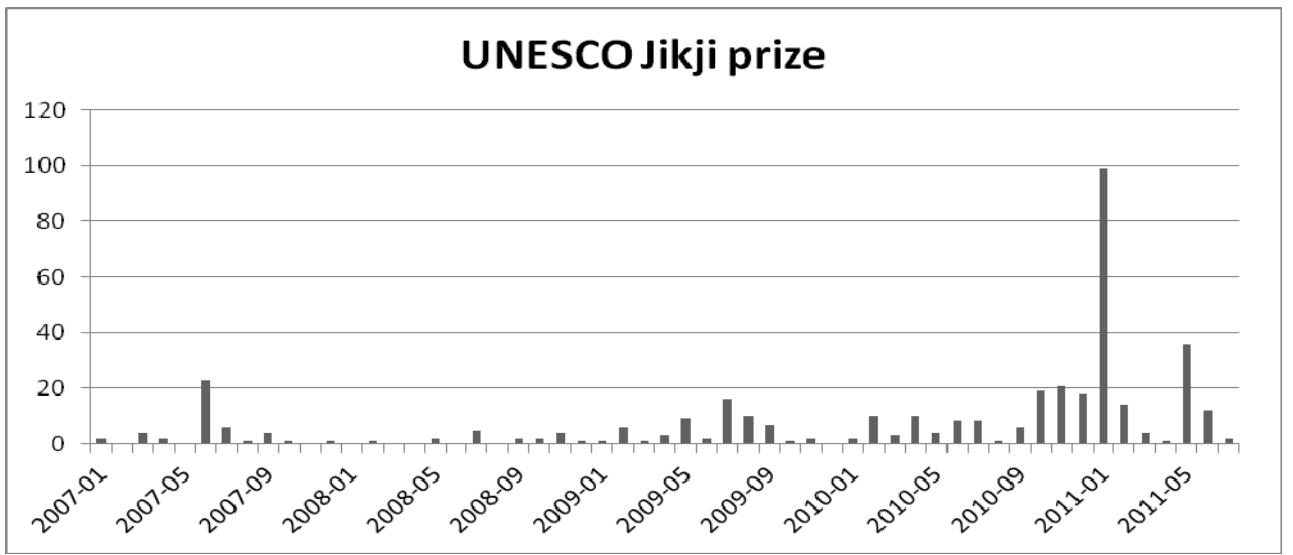
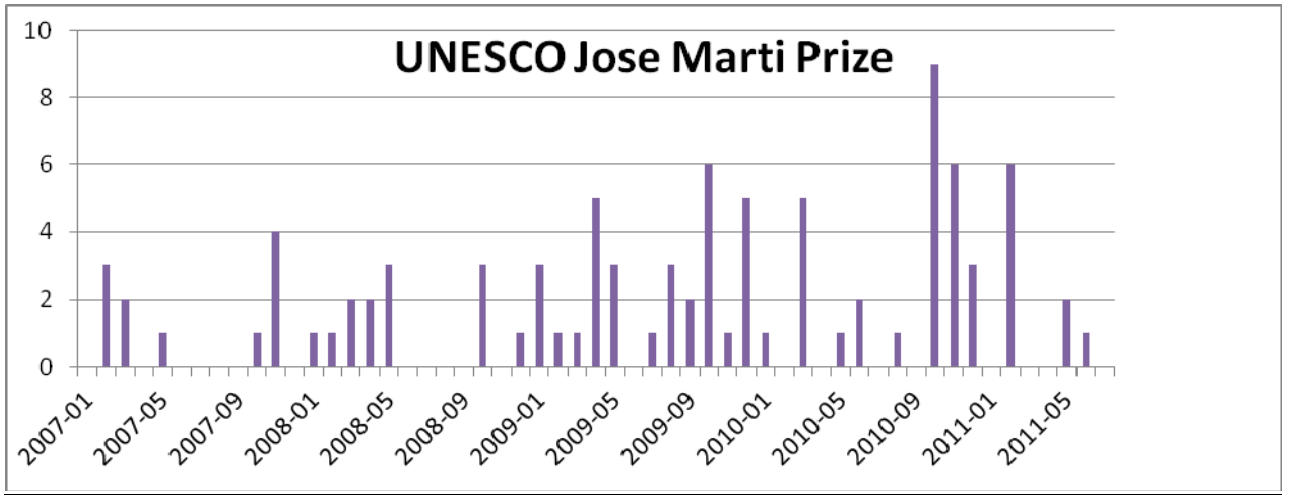


3- Low press coverage









ANNEX 8: Visibility of prizes among Member States and staff from Field Offices

Visibility of Prizes among field offices

	n=	95	prize visibility
Félix Houphouët-Boigny Peace Prize	15		low
L'ORÉAL-UNESCO Prize "For Women in Science"	67		high
UNESCO-King Sejong Literacy Prize	14		low
UNESCO-Confucius Literacy Prize	14		low
UNESCO-Emir Jaber al-Ahmad al-Jaber al-Sabah Prize for the promotion of Quality Education for Persons with Intellectual Disabilities	6		low
UNESCO-King Hamad Bin Isa Al Khalifa Prize for the Use of Information and Communication Technologies in Education	14		low
UNESCO-Hamdan Bin Rashid Al-Maktoum Prize for Outstanding Practice and Performance in Enhancing the Effectiveness of Teachers	9		low
UNESCO-Kalinga Prize for the Popularization of Science	4		low
UNESCO-Sultan Qaboos Prize for Environmental Preservation	9		low
Great Man-Made River International Water Prize for Water Resources in Arid Zones presented by UNESCO	3		low
UNESCO-Bilbao Prize for the Promotion of a Culture of Human Rights	17		low
UNESCO-Madanjeet Singh Prize for the Promotion of Tolerance and Non-Violence	6		low
UNESCO-International José Martí Prize	6		low
UNESCO-Avicenna Prize for Ethics in Science	12		low
UNESCO-Sharjah Prize for Arab Culture	9		low
UNESCO-Melina Mercouri International Prize for the Safeguarding and Management of Cultural Landscapes	6		low
UNESCO-IPDC Prize for Rural Communication	9		low
UNESCO-Guillermo Cano World Press Freedom Prize	32		medium
UNESCO-Jikji Memory of the World Prize	10		low
Note: criteria for low, medium, high are slightly different from member states survey due to higher number of responses (and higher response rate)			

Visibility of Prizes among member states

spontaneous (Q3, Q12): knowledge of prizes (spontaneous)	n=	14	11	25	
	EN	FR	total	prize visibility	
Félix Houphouët-Boigny Peace Prize	4	1	5	low	
L'ORÉAL-UNESCO Prize "For Women in Science"	11	6	17	high	
UNESCO-King Sejong Literacy Prize	8	4	12	medium	
UNESCO-Confucius Literacy Prize	8	3	11	medium	
UNESCO-Emir Jaber al-Ahmad al-Jaber al-Sabah Prize for the promotion of Quality Education for Persons with Intellectual Disabilities	3	5	8	medium	
UNESCO-King Hamad Bin Isa Al Khalifa Prize for the Use of Information and Communication Technologies in Education	6	5	11	medium	
UNESCO-Hamdani Bin Rashid Al-Maktoum Prize for Outstanding Practice and Performance in Enhancing the Effectiveness of Teachers	5	1	6	low	
UNESCO-Kalinga Prize for the Popularization of Science	7	7	14	medium	
UNESCO-Sultan Qaboos Prize for Environmental Preservation	1	3	4	low	
Great Man-Made River International Water Prize for Water Resources in Arid Zones presented by UNESCO	2	0	2	low	
UNESCO-Bilbao Prize for the Promotion of a Culture of Human Rights	7	2	9	medium	
UNESCO-Madanjeet Singh Prize for the Promotion of Tolerance and Non-Violence	3	5	8	medium	
UNESCO-International José Martí Prize	4	1	5	low	
UNESCO-Avicenna Prize for Ethics in Science	2	0	2	low	
UNESCO-Sharjah Prize for Arab Culture	5	6	11	medium	
UNESCO-Melina Mercouri International Prize for the Safeguarding and Management of Cultural Landscapes	5	4	9	medium	
UNESCO-IPDC Prize for Rural Communication	6	4	10	medium	
UNESCO-Guillermo Cano World Press Freedom Prize	6	4	10	medium	
UNESCO-Jikji Memory of the World Prize	4	4	8	medium	
Note: interpretation is subject to low response and possible issues of representativeness					

non-spontaneous (Q7, Q16): most visible prizes (max. 5) in your region/country	n=	16	5	21	
	EN	FR	total		prize visibility
Félix Houphouët-Boigny Peace Prize	2	2	4		low
L'ORÉAL-UNESCO Prize "For Women in Science"	11	5	16		high
UNESCO-King Sejong Literacy Prize	5	0	5		low
UNESCO-Confucius Literacy Prize	4	0	4		low
UNESCO-Emir Jaber al-Ahmad al-Jaber al-Sabah Prize for the promotion of Quality Education for Persons with Intellectual Disabilities	1	2	3		low
UNESCO-King Hamad Bin Isa Al Khalifa Prize for the Use of Information and Communication Technologies in Education	3	1	4		low
UNESCO-Hamdani Bin Rashid Al-Maktoum Prize for Outstanding Practice and Performance in Enhancing the Effectiveness of Teachers	1	0	1		low
UNESCO-Kalinga Prize for the Popularization of Science	2	1	3		low
UNESCO-Sultan Qaboos Prize for Environmental Preservation	2	1	3		low
Great Man-Made River International Water Prize for Water Resources in Arid Zones presented by UNESCO	0	0	0		low
UNESCO-Bilbao Prize for the Promotion of a Culture of Human Rights	3	1	4		low
UNESCO-Madanjeet Singh Prize for the Promotion of Tolerance and Non-Violence	0	0	0		low
UNESCO-International José Martí Prize	1	1	2		low
UNESCO-Avicenna Prize for Ethics in Science	0	0	0		low
UNESCO-Sharjah Prize for Arab Culture	2	1	3		low
UNESCO-Melina Mercouri International Prize for the Safeguarding and Management of Cultural Landscapes	3	1	4		low
UNESCO-IPDC Prize for Rural Communication	2	2	4		low
UNESCO-Guillermo Cano World Press Freedom Prize	6	3	9		medium
UNESCO-Jikji Memory of the World Prize	2	0	2		low
Note: interpretation is subject to low response and possible issues of representativeness					

ANNEX 9: Prizes cycle (creation process, nomination process, awarding process, evaluation process)

[TO BE INSERTED]

ANNEX 10: Template for feasibility study

[TO BE INSERTED]