

**Annexes to the
BRIDGES Terms of Reference
Endorsed 29 January 2024
UNESCO, Paris**

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UNESCO Headquarters, Paris.
27 and 28 February 2020*

PROPOSAL FOR THE ESTABLISHMENT OF BRIDGES AS A MOST SUSTAINABILITY SCIENCE COALITION

This document is submitted to the consideration of the Bureau of MOST Intergovernmental Council (IGC). It presents a proposal for the establishment of a UNESCO MOST Sustainability Science Coalition, under the name BRIDGES, directly working to implement the refined sustainability science paradigm inaugurated in 2017 with the launch of UNESCO's Guidelines for Sustainability Science in Research and Education.

This document provides a background history and process summary of BRIDGES. The Bureau of MOST Intergovernmental Council (IGC) is invited to examine, discuss and approve the proposal.

I) CONTEXT AND BACKGROUND

In the words of the President of the UN General Assembly in 2013, “Achieving sustainable development is the overriding challenge of the 21st century”. The United Nations Agenda 2030 for Sustainable Development lays out: 1) the global and local challenges humankind is facing with a view to the needed transformation towards sustainable development; and 2) how UN Member States have agreed to address these challenges. In the context of the United Nations there is unanimity that sustainability science, an emergent approach of science concerned with an integrated humanistic view of the main dimensions of sustainable development, can provide a vital contribution to international achievement of the 17 Sustainable Development Goals (SDGs) and, more specifically, help to realize the vision set by the UN’s 2030 Agenda for Sustainable Development.

The UNESCO-organized project [Broadening the Application of the Sustainability Science Approach](#) was initiated in October 2015 with support of the Japanese Ministry of Education, Culture, Sports, Science and Technology (Japan/MEXT) to develop policy guidelines to help Member States harness the potential of sustainability science in their sustainable development strategies. This project aimed to help UNESCO Member States and other stakeholders introduce and reinforce a sustainability science approach to transdisciplinary research and education to enable these sectors to respond more effectively to global challenges. The project was carried out over three symposia organized during a two-year period (2015-2017) to foster dialogue and collaboration among sustainability experts and policy-makers. Based on the joint efforts of UNESCO’s Social and Human Sciences Sector, Natural Sciences Sector, Education Sector and Regional Science Bureau for Asia and the Pacific in Jakarta, the project benefited from the guidance of a multidisciplinary steering committee, a drafting sub-committee, and participation of sustainability experts from each of UNESCO’s five regions globally.

The major output of the project was UNESCO’s policy document [Guidelines for Sustainability Science in Research and Education](#) (hereafter SuS Guidelines). As framed in this key document, sustainability science (SuS) should be understood as science both *about* sustainability and *for* sustainability. In other words, SuS involves a two-way process encompassing the study and understanding of complex socio-ecological systems, on the one hand, and the strategic application of knowledge thereby produced towards the design of actions in favor of sustainability on the other hand.

UNESCO’s high-level approach is to promote the SuS Guidelines in dialogue with the national commissions of UNESCO member states, which are in the best position to liaise with relevant government ministries regarding how best to stimulate, in their own national contexts, the principles mapped out in the Guidelines document through individual or coordinated policy initiatives. However, it has been recognized from the start among all key partners involved in the framing of the Guidelines document that high-level, top-down efforts are not sufficient to see these principles achieved in practice. Equally important efforts must also be undertaken to “put legs under” the principles to ensure that they can be realized at various levels in society. This is where BRIDGES comes in as a crucial complementary initiative.

II) BRIDGES ESTABLISHMENT PROCESS

In conjunction with the official launch of UNESCO’s SuS Guidelines during the 202nd session of the Executive Board (October 2017), discussions proceeded among selected UNESCO sectors and intergovernmental scientific programmes, as well as other international partners, to explore the potential for establishing a global coalition on sustainability science that would pick up where the project “Broadening the Application of the Sustainability Science Approach” left off. Promising exploratory discussions in 2018 led by the [UNESCO Management of Social Transformations](#) programme, the International Council for Philosophy & Human Sciences ([CIPSH](#)), and the [Humanities for the](#)

[Environment Circumpolar Observatory](#) resulted in a robust multistakeholder process during 2019 to establish the BRIDGES – UNESCO MOST Sustainability Science Coalition (hereafter BRIDGES).

In order to lay both the programmatic and the procedural foundations of BRIDGES as an international coalition for action in sustainability science, UNESCO's MOST Programme organized a workshop on 5-7 October 2019 in Sigtuna, Sweden, co-organized by the Humanities for the Environment (HfE) Circumpolar Observatory and the International Council for Philosophy and Human Sciences (CIPSH). This workshop followed two other establishment workshops intended to pave the way for the launch of the BRIDGES coalition in 2020: the first hosted in March 2019 in Mação, Portugal, and the second in [June 2019 at UNESCO headquarters in Paris](#).

III) THE PURPOSE OF BRIDGES

The overriding purpose of BRIDGES is to operationalize the UNESCO SuS Guidelines in a variety of contexts, by connecting diverse communities of knowledge and action throughout societies in project-based activities. BRIDGES aims to harness the capabilities of higher education and research institutions to serve as vital touchstones in transdisciplinary efforts together with international councils of science, intergovernmental science programmes, research and educational networks, key local and national partners from public and private sectors, and from civil society.

Following extensive visioning efforts and robust consensus-building workshops among leading institutional and organizational partners from around the world as part of the 2019 establishment process,¹ the BRIDGES coalition is expected to launch in 2020 and thereby strengthen efforts of UN member states to meet their sustainable development goals and obligations within the Agenda 2030 framework. The objective is to foster sustainability science as a renewed, integrated approach that builds from the Humanities, encompassing the Arts, the Social Sciences and the Natural Sciences, as well as other knowledge domains and communities, based on voluntary and equitable processes of collaboration that prioritize co-design, co-production and co-ownership.

The principal outputs resulting from the strategic visioning and consensus-building deliberations over the course of the three establishment workshops included: 1) an articulation of BRIDGES core principles; 2) identification of strategic priorities guiding the realization of these principles in a portfolio of demonstration projects, pilot activities and capacity-building resources to be endorsed by the new BRIDGES coalition; 3) an identified process for consolidating the decisions reached in principle during the establishment process, as well as a concept outline for the proposed BRIDGES governance structure and a road map for transitional mechanisms and steps leading to the official launch of the coalition in 2020.

¹ Organizing partners of the establishment process include: UNESCO's Management of Social Transformation Programme (MOST), International Council for Philosophy and Human Sciences (CIPSH), Humanities for the Environment Circumpolar Observatory (for the HfE global observatories network), Nordic Network for Interdisciplinary Environmental Studies (NIES). Consulting partners in the establishment process include: Arctic Studies Centre, Liaocheng University; Cappadocia University Environmental Humanities Center; Earth Politics Center, Michel Serres Institute for Resources and Public Goods; National Centre of Scientific Research, Paris; University of Iceland; French National Research Institute for Development (IRD); Future Earth; German Commission for UNESCO; Humanities European Association for Culturally Integrated Landscape Management (APHELEIA); International Council on Monuments and Sites (ICOMOS); International Federation for Modern Languages and Literatures (FILLM); International Science Council (ISC); Institut fondamental d'Afrique noire (IFAN); International Union of Prehistoric and Protohistoric Sciences (UISPP); the Kogi People, Columbia; National Library of Lithuania; North Atlantic Biocultural Organization (NABO); Nobel Prize Museum; Shared Studios; Sigtuna Foundation; Stefansson Arctic Institute; Stockholm Resilience Center; Swiss Academic Society for Environmental Research and Ecology (SAGUF), Swiss Academy of Sciences; Tairona Heritage Trust; The Third Pole; UNESCO Chair on Global Understanding, Jena University; UNESCO Chair on Art and Science for the SDGs, ICN Business School; School of Education, University of Bristol; Uppsala University Chair on Climate Change; Mälardalen University; Europa.Blog; and the World Academy of Art and Science.

1) BRIDGES Principles

BRIDGES builds on the refined sustainability science paradigm inaugurated in UNESCO's SuS Guidelines, including the core principles set out in that key document. The six principles in the UNESCO SuS Guidelines are set out in the following terms:

1. *Sustainability Science responds specifically to the **interdependent, complex and mutually reinforcing character** of natural, social and cultural sustainability challenges that are ongoing globally and locally. Sustainable development, as expressed in the United Nations Agenda 2030, is exactly about the interplay of such challenges.*
2. *Sustainability Science aims at mobilizing, generating, disseminating and implementing **knowledge necessary to define and achieve sustainability** as a response to such challenges in the concrete contexts of different geographical and temporal scales. Such knowledge includes new technologies and innovative processes.*
3. *In addition to generating knowledge, Sustainability Science focuses on **solving problems, understanding dilemmas and conflicts of goals and interests**, with a view to move towards more integrated and coherent policy agendas, policy options and foresight scenarios that take into account both short-term and long-term needs.*
4. *Sustainability Science is crosscutting science by nature, having as a major goal to seek complementary **cooperation** between natural and social sciences, the humanities, the arts and, in particular, to ensure the participation of diverse non-academic stakeholders, through a collaborative process of co-design, co-production and co-management.*
5. *Sustainability Science is based on both **academic freedom and academic responsibility** towards societal needs.*
6. *Sustainability Science **requires important new capacities of individual scientists** for integrated critical analysis and foresight; the ability to cope with systems thinking, changing environments, risks and insecurity; and the capacity to recognize and address diverse values as well as conflicts of goals and interests, to empathize and work responsibly and collectively in diverse partnerships. Such capacities need to be strengthened through all forms of education.*

(UNESCO SuS Guidelines, 2-3)

The BRIDGES establishment workshops also saw consensus on five additional key principles that help to define the distinctive value and approaches BRIDGES will bring to sustainability science that are not otherwise programmatically addressed within the field.

1. *The BRIDGES Coalition is humanities-centered but not limited to the humanities. We value contextualized and diverse approaches to sustainability and we acknowledge that persistent challenges are often complex, yielding sometimes contradictory responses. We encourage robust debate in efforts to meet these challenges.*
2. *The BRIDGES partners understand the Earth not solely as a planetary system, nor as a reservoir of resources, but as a web of meanings and interactions that is inherently multilayered and pluralistic.*
3. *The BRIDGES Coalition is committed to a critical understanding of sustainability that emphasizes the diversity of its subjects, objects and timelines.*
4. *BRIDGES will work to establish a world of new relationships, based on convergent understandings and co-design among the co-inhabitants of the Earth.*
5. *The BRIDGES partners are committed to an ethical approach to resource mobilization and use.*

2) A BRIDGES Roadmap: Development of Strategic Capacity-Building Resources and Endorsement of Projects/Activities

Concept notes covering presumptive areas of strategic engagement (advocacy, communication, education, training, sites, principles and governance) were prepared in advance of the third workshop in Sigtuna by working groups formed during the second establishment workshop in Paris and which shaped the last workshop's consensus-building discussions. Coalition members participated in working groups of particular relevance to the priorities and interests of their respective partnering organizations, collectively assessing opportunities for potential synergies in future collaborations. Inputs from the working groups allowed the BRIDGES partners to build a vision and articulate the underlying principles motivating the establishment of BRIDGES consonant with the precedents of major international agreements such as the Paris Agreement, Agenda 2030, and the Convention on Biological Diversity (CBD), including its subsequent protocols. These documents also enabled the partners to identify the unique and necessary benefit the coalition can offer in its efforts to bridge and synergize with existing international programs devoted to the overarching goals and approaches of sustainability science as outlined in the UNESCO SuS Guidelines.

The 2019 establishment process called not only for the framing of an effective governance model for BRIDGES but also for the shaping of a viable plan enabling the coalition to translate its guiding principles into meaningful action for transformative change. There was broad agreement among the coalition's founding member entities that BRIDGES should develop an action framework, starting in 2020, that brings together diverse partners to design and implement a range of territory-based pilot projects and branded events, combining different knowledge sources and traditions and based on an underlying expectation of equitable collaboration and co-ownership among academic and non-academic partners.

Proposals under consideration in the launching phase of BRIDGES are being submitted by the current members of the coalition and their identified partners. A number of proposals have already been evaluated by the founding partners (UNESCO MOST, CIPSH and Humanities for the Environment) in an initial round at the end of 2019 and a second round is expected to take place during the first half of 2020. The explicit evaluation criteria are identified in Annex 1.

A preliminary selection has been made from these proposals of high-quality, territory-based projects and activities that are judged to be sufficiently mature and well-resourced; these project will be in an inaugural portfolio of BRIDGES-endorsed projects when the coalition launches officially in autumn 2020. An overview of the project proposals recommended for endorsement and other proposals returned for further development based on reviewer feedback is available in Annex 1.

Further rounds of proposals for projects and activities seeking BRIDGES endorsement will be open for submission following the formal launch of the coalition in 2020, with appropriate mechanisms instituted to facilitate this process. Applications for admittance to the coalition to be reviewed and considered by the coalition's executive council on a regular basis. A mechanism will be identified in the BRIDGES statutes to enable this process.

BRIDGES will promote a general conceptual framework for transformation to sustainability rooted in transdisciplinary approaches to research and education. The challenge is to support sustainable and inclusive territorial development capable of realizing profound transformations that cannot be achieved solely through the application of technical solutions such as renewable energy, better water management, innovative building, etc. Rather, such solutions must be part of a comprehensive approach rooted in *processes* of social, economic, institutional and cultural transformation that can enable territorial stakeholders to question, critically examine, and possibly rethink not only longstanding or prevailing ideas about territorial integrity, but also their own attitudes, practices and

behaviour as these may impact the territory. Such a meta-perspective requires continuous analysis and evaluation of prevailing modes of stakeholder participation in knowledge co-production as well as ongoing assessment of the fora and mechanisms that serve to bring distinct domains, traditions and communities of knowledge together (sometimes in hybrid forms). This includes technical knowledge about various systems, institutionally embedded knowledge concerning policy and governance, and scientific knowledge about how particular ecosystems, habitats and social environments function, as well as informal knowledge, knowledge embedded in communities of purpose and practice, and indigenous knowledge where any of these may be applicable.

The crucial aim is to enable multiple kinds of knowledge to be brought together without forcing them to clash or without resorting to false choices between them. The BRIDGES coalition aims to offer such a space.

3) MOST IGC : GOVERNANCE AND THE PROCESS OF LAUNCHING OF BRIDGES

The BRIDGES proposal, including background history and process summary, is hereby submitted for formalization within the MOST Programme.

The Bureau is invited to recommend to the Intergovernmental Council at its Extraordinary Session scheduled in September 2020 in Paris at UNESCO Headquarters, to approve the official launch in 2020 of BRIDGES — a UNESCO MOST Sustainability Science Coalition.

The Bureau is invited to welcome the ambition for BRIDGES to be supported by an autonomous global secretariat representing the interests of the founding partners, working effectively as a cohesive and strategically focused network of networks to promote and operationalize UNESCO's Guidelines for Sustainability Science in Research and Education.

Efforts to identify an institutional host for the BRIDGES secretariat were initiated in late 2019 and are advancing in early 2020, with the aim of concluding negotiations regarding local measures necessary to support and operate the secretariat for an initial four-year period by end 2020. In the meantime, clarifying discussions are expected to be taking place between the MOST Secretariat, the appropriate national commission of UNESCO and the proposed host institution regarding the ambitions to establish a BRIDGES secretariat and efforts to strengthen the secretariat through formal mechanisms.

The BRIDGES proposal is further submitted to the Scientific Advisory Committee for its consideration in order to enable it to advise the IGC and its Bureau. The Scientific Advisory Committee has received a summary description for each of the projects and activities to be included in an inaugural portfolio of BRIDGES-endorsed projects, as well as for project proposals returned for further development.

Annex 1 : Projects approved for endorsement*

Project title / Project bearers
LODET-CULT: CULTURAL INTEGRATED LANDSCAPE MANAGEMENT OF LOW-DENSITY TERRITORIES / The International Council for Philosophy and Human Sciences (CIPSH)
“Response to Threats to Science and Heritage in Greenland” (RESPONSE) / City University of New York ; Memorial University of Newfoundland Greenland National Museum and Archives ; University of Greenland /Ilisimatusarfik; Archaeological Inst. Iceland University of Iceland Stefansson Arctic Institute University of Stirling; University of Edinburgh; University of Glasgow; National Museum of Denmark; University of Aarhus; Bifrost Program.
Gateway to the Atlantic: Climate change threats to heritage and island sustainability in the Northern Isles of Scotland / University of Bradford Bradford Visualising Heritage; University of the Highlands and Islands ; William Paterson University; City University of New York; Swandro-Orkney Coastal Archaeology Trust, Historic Environment Scotland; Rousay Egilsay and Wyre Development Trust, Rousay Heritage Trust.

Annex 2: Project proposals returned for further development – next deadline for submission: 29 February

Project title / Project bearers
Anthropocene Campuses / Centre des Politiques de la Terre (Université de Paris, Sciences Po, Institut de Physique du Globe de Paris)
CULTIVATING WATER / <i>Organización Gonawindua Tayrona</i> (OGT); La Fundación Estación Biológica Bachaqueros – FEBB. The University of Magdalena Film and Audiovisual Media Programme; Tairona Heritage Trust; The University of Wales Trinity St David, Department of Humanities; Michel Serres Institute for Resources and Public Goods.
VALIDATION — A Documented Negative Outcome. How Geographers Immobilized the Past Climate of Asia / Swiss Academic Society for Environmental Research and Ecology (SAGUF); Oeschger Centre for Climate Change Research (OCCR), University of Bern (Switzerland); Mountain Societies Research Institute (MSRI), University of Central Asia, Khorog (Tajikistan);

* The explicit evaluation criteria included: scientific content; expected impacts; stakeholder participation; the timeline for specific actions; a resource mobilization strategy and plan; the expected benefit from BRIDGES endorsement; conformity to BRIDGES’ principles; and clarification of the project/activity’s viability.



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Point 5 of the Agenda.

PROPOSALS FOR THE GOVERNANCE OF BRIDGES AS A MOST SUSTAINABILITY SCIENCE COALITION

This document is prepared in response to paragraphs 7 and 8 of the decision taken by the IGC Bureau at its meeting on 27-28 February 2020 (MOST/IGC/Bureau/2020/14). It includes proposals for the governance of BRIDGES developed in discussion with all stakeholders at a meeting on 6-7 July 2020 and further refined at a meeting on 15 September 2020 of the designated BRIDGES drafting group.

Draft decision: paragraph 2.

I) CONTEXT AND BACKGROUND

1. As summarized for the IGC Bureau in document MOST/IGC/Bureau/2020/5, the BRIDGES initiative stems from the UNESCO-organized project “Broadening the Application of the Sustainability Science Approach”, which was initiated in October 2015 with support of the Japanese Ministry of Education, Culture, Sports, Science and Technology (Japan/MEXT) to develop policy guidelines to help Member States harness the potential of sustainability science in their sustainable development strategies. This project aimed to help UNESCO Member States and other stakeholders introduce and reinforce a sustainability science approach to transdisciplinary research and education to enable these sectors to respond more effectively to global challenges. The project was carried out over three symposia organized during a two-year period (2015-2017) to foster dialogue and collaboration among sustainability experts and policy-makers. The major output of the project was UNESCO’s policy document Guidelines for Sustainability Science in Research and Education (hereafter SuS Guidelines). As framed in this key document, sustainability science (SuS) should be understood as science both about sustainability and for sustainability. In other words, SuS involves a two-way process encompassing the study and understanding of complex socio-ecological systems, on the one hand, and the strategic application of knowledge thereby produced towards the design of actions in favor of sustainability on the other hand.
2. The BRIDGES initiative has been established by three founding partners – the International Council for Philosophy and Human Sciences (CIPSH), Humanities for the Environment (HfE) and UNESCO – which have coordinated the establishment process, involving consultations with all the partners in general assembly in 2019-20 as well as three workshops in 2019, each sponsored by one of the founding partners, and an online workshop in July 2020 co-organized by all of them.
3. The purpose of BRIDGES is to operationalize the UNESCO SuS Guidelines in a variety of contexts, by connecting diverse communities of knowledge and action throughout societies in project-based activities. BRIDGES aims to harness the capabilities of higher education and research institutions to serve as vital touchstones in transdisciplinary efforts together with international councils of science, intergovernmental science programmes, research and educational networks, as well as key local and national partners from public and private sectors, and from civil society.
4. BRIDGES builds on the refined sustainability science paradigm inaugurated in UNESCO’s SuS Guidelines, including the core principles set out in that key document. The six principles in the UNESCO SuS Guidelines are set out in the following terms:
 1. *Sustainability Science responds specifically to the **interdependent, complex and mutually reinforcing character** of natural, social and cultural sustainability challenges that are ongoing globally and locally. Sustainable development, as expressed in the United Nations Agenda 2030, is exactly about the interplay of such challenges.*
 2. *Sustainability Science aims at mobilizing, generating, disseminating and implementing **knowledge necessary to define and achieve sustainability** as a response to such challenges in the concrete contexts of different geographical and temporal scales. Such knowledge includes new technologies and innovative processes.*
 3. *In addition to generating knowledge, Sustainability Science focuses on **solving problems, understanding dilemmas and conflicts of goals and interests**, with a view to move towards more integrated and coherent policy agendas, policy options and foresight scenarios that take into account both short-term and long-term needs.*

4. *Sustainability Science is crosscutting science by nature, having as a major goal to seek complementary **cooperation** between natural and social sciences, the humanities, the arts and, in particular, to ensure the participation of diverse non-academic stakeholders, through a collaborative process of co-design, co-production and co-management.*
5. *Sustainability Science is based on both **academic freedom and academic responsibility** towards societal needs.*
6. *Sustainability Science **requires important new capacities of individual scientists** for integrated critical analysis and foresight; the ability to cope with systems thinking, changing environments, risks and insecurity; and the capacity to recognize and address diverse values as well as conflicts of goals and interests, to empathize and work responsibly and collectively in diverse partnerships. Such capacities need to be strengthened through all forms of education.*

(UNESCO SuS Guidelines, 2-3)

5. Participants in BRIDGES have adopted five additional key principles that help to define the distinctive value and approaches BRIDGES will bring to sustainability science that are not otherwise programmatically addressed within the field.
 1. *The BRIDGES Coalition is humanities-centered but not limited to the humanities. We value contextualized and diverse approaches to sustainability and we acknowledge that persistent challenges are often complex, yielding sometimes contradictory responses. We encourage robust debate in efforts to meet these challenges.*
 2. *The BRIDGES partners understand the Earth not solely as a planetary system, nor as a reservoir of resources, but as a web of meanings and interactions that is inherently multilayered and pluralistic.*
 3. *The BRIDGES Coalition is committed to a critical understanding of sustainability that emphasizes the diversity of its subjects, objects and timelines.*
 4. *BRIDGES will work to establish a world of new relationships, based on convergent understandings and co-design among the co-inhabitants of the Earth.*
 5. *The BRIDGES partners are committed to an ethical approach to resource mobilization and use.*
6. BRIDGES will promote a general conceptual and methodological framework for transformation to sustainability rooted in transdisciplinary approaches to research and education. The challenge is to support sustainable and inclusive ecological/cultural spaces towards territorial development capable of realizing profound transformations that cannot be achieved solely through the application of technical solutions such as renewable energy, better water management, innovative building, etc. Rather, such solutions must be part of a comprehensive approach rooted in *processes* of social, economic, institutional and cultural transformation that can enable territorial stakeholders to question, critically examine, and possibly rethink not only longstanding or prevailing ideas about territorial integrity, but also their own attitudes, practices and behaviour as these may impact the territory. Such a meta-perspective requires continuous analysis and evaluation of prevailing modes of stakeholder participation in knowledge co-production as well as ongoing assessment of the fora and mechanisms that serve to bring distinct domains, traditions and communities of knowledge together (sometimes in hybrid forms). This includes technical knowledge about various systems, institutionally embedded knowledge concerning policy and governance, and scientific knowledge about how particular ecosystems, habitats and social environments function, as well as informal knowledge, knowledge embedded in communities of purpose and practice, and indigenous knowledge where any of these may be applicable.

7. Pending formal institutionalization of BRIDGES, active steps have been taken to define areas of engagement, solicit pilot projects for BRIDGES endorsement and prepare the basis for future development. A number of activities are under way that, in addition to their direct programme delivery, will also offer a proof of concept for the added value of BRIDGES as an initiative. Further project proposals are under development. The basis for project assessment and recognition was presented in detail in document MOST/IGC/Bureau/2020/5.
8. Governance of BRIDGES has hitherto been conducted on an ad hoc basis, shared among the founding partners. It has thus involved the active participation of the MOST Secretariat. It is recognized, and was reaffirmed at a meeting of all stakeholders on 6-7 July 2020, that formalization is required and that the most appropriate mechanism for this would be through a connection with the MOST programme.
9. The BRIDGES proposal, including background history and process summary, was submitted to the IGC Bureau at its meeting in February 2020 (document MOST/IGC/Bureau/2020/5), with a view to enabling discussion of its formalization within the MOST Programme. The Bureau also took note of the views of the Scientific Advisory Committee, which had previously discussed BRIDGES during its meeting on 25-26 February 2020.
10. In its decision (MOST/IGC/Bureau/2020/14), the Bureau affirmed “the importance of sustainability science and the value of the social and human sciences in supporting its development and implementation, and takes note of the BRIDGES initiative, which could in principle be an important addition to the UNESCO MOST programme portfolio” (paragraph 6).
11. The Bureau further requested the Secretariat “In order to enable a decision on endorsement of BRIDGES as a MOST initiative to be made by the Extraordinary Session of the IGC scheduled in September 2020, ... to consult prospective BRIDGES partners and prepare detailed proposals for the organization, governance and financing of BRIDGES, which will be considered by the Bureau at its meeting immediately prior to the aforementioned Extraordinary Session” (paragraph 7). In addition, “In developing these proposals, the Bureau further requests the Secretariat to ensure that BRIDGES is defined as funded from extrabudgetary sources and that clear oversight principles are established, based on a recognized role for the SAC and regular reporting to the IGC (paragraph 8).
12. In light of the exceptional conditions imposed by the global pandemic, the Extraordinary Session of MOST IGC scheduled in September 2020 has been cancelled. The Bureau’s decision is therefore to be applied *mutatis mutandis* by submission of the requested proposals to the IGC for special consultation by correspondence, pursuant to Rule 30 of the Rules of Procedure, after prior consultation with the IGC Bureau.

II) BRIDGES GOVERNANCE PROPOSALS

13. Following consultation of all BRIDGES stakeholders, taking full account of the decisions of the IGC Bureau, and a specific meeting of the BRIDGES drafting group on 15 September 2020, it is proposed that BRIDGES be governed according to the following basic principles:
 - a. BRIDGES should be a flexible, open-ended network, involving a range of projects with different scopes and scales, the coherence of which derives from the shared principles specified in paragraphs 4 and 5 above.
 - b. BRIDGES should adopt a minimalist approach to governance, creating explicit formal

mechanisms only when agreed objectives cannot be achieved otherwise. Nonetheless, a number of important functions require formalization.

- c. BRIDGES should be self-governing within the limits entailed by the statutory role of the MOST IGC, as defined in Article VII of the MOST Statutes, and Scientific Advisory Committee (SAC), as defined in Article XII, paragraphs 4 and 5, of the MOST Statutes.¹
- d. BRIDGES should operate on an inclusive basis, actively seeking to engage new knowledge domains and stakeholders, in particular to ensure geographical and gender balance, and critically reviewing its procedures and methods as the composition of the network evolves.

14. The functions that are judged to require formalization are the following:

- a. *Recognition.* Recognizing a specific project as a BRIDGES project requires formal assessment according to explicit criteria, with the involvement of the SAC through participation in assessment of its designated focal point. Each activity report by the Secretariat will give the IGC an opportunity to review which projects have been recognized and to make suggestions as to possible future projects. Furthermore, the IGC Bureau will be apprised of the project portfolio at each of its meetings, as part of the rolling process to update the MOST Action Plan.
- b. *External communication/advocacy.* Consistent with the constitution of the BRIDGES portfolio of recognized and labelled projects, communication requires coordination (with respect to the actions of individual institutions) and a degree of central action (to ensure visibility and impact). For these purposes, communication includes the various aspects of publication. Advocacy will support the vision and principles of BRIDGES in order to establish new partnerships, facilitate resource mobilization for BRIDGES as a whole, and promote enactment and funding of specific projects.
- c. *Resource mobilization.* Projects will typically be funded by resources mobilized by their host institutions. Nonetheless, a key point of the design of BRIDGES as a consortium is to unlock the potential for joint resource mobilization, drawing on synergies between projects. It is emphasized that, with the exception of the direct cost of involvement of UNESCO staff in BRIDGES coordination activities, UNESCO shall make no financial contribution to BRIDGES from its regular budget.
- d. *Monitoring, learning, reporting and quality control.* Maintaining the recognition of projects over time requires agreed processes and capacity to consider performance and impact and to take decisions, as required, on discontinuation of projects which have been completed or, for whatever reason, no longer fit within BRIDGES. Criteria in this regard should take account of consultation with the SAC and should be reported periodically to the IGC.
- e. *Strategy and planning.* Given the evolving and dynamic nature of the BRIDGES network, strategy and planning require rolling review. Proposals for strategic development should be set within the applicable MOST Strategy, take account of consultation with the SAC and be reported periodically to the IGC.

15. In order to formalize the above functions, the following organs specific to BRIDGES are proposed:

¹ The MOST IGC Statutes are available here: <https://unesdoc.unesco.org/ark:/48223/pf0000261418>.

- a. A *Secretariat*, located in and supported by a relevant partner institution tasked with all coordination functions as defined above, and liaising on a regular basis with the MOST Secretariat. Efforts to identify an institutional host for the BRIDGES secretariat are under way, with the aim of concluding negotiations regarding local measures necessary to support and operate the secretariat for an initial four-year period in the first half of 2021.
 - b. An *Executive Committee* (or equivalent term) tasked with supervision of the formal functions as defined above, composed of a number of representatives of institutions committed to BRIDGES, which shall be balanced by geography and gender.
 - c. A *General Assembly*, tasked with oversight of the secretariat and executive committee, and composed of representatives of all institutions committed to BRIDGES.
 - d. The possible creation of a *Stakeholder Advisory Committee* will be considered at a later stage.
 - e. Furthermore, ad hoc working groups may be created in the course of BRIDGES operations and evolution to address strategic development of new BRIDGES activities, advocacy engagements, position statements and/or collaborations with other partners (such as international councils etc.) in initiatives of common interest/focus (e.g. related to sustainability science).
16. In order to ensure the appropriate connections between BRIDGES and the organs of the MOST programme, the following roles and processes are proposed:
- a. The MOST SAC will be directly involved, through a designated focal point, in BRIDGES project assessment. Furthermore, the SAC will be provided, annually, with a report on scientific issues arising from the implementation of BRIDGES and given the opportunity to bring its observations thereon to the attention of the BRIDGES General Assembly. The SAC may, at any time, bring to the attention of the Bureau any specific issues of concern.
 - b. The IGC Bureau will be invited to designate an observer to attend meetings of the BRIDGES General Assembly.
 - c. The IGC will receive, at each of its sessions, a specific report on BRIDGES implementation and proposals for future development, taking account of the observations of the SAC mentioned in paragraph a above, in order to assess consistency with the applicable MOST strategy.
 - d. Furthermore, information on BRIDGES will be included in activity reports by the MOST secretariat to the IGC and to its Bureau as well as in periodic updates of the MOST Action Plan.

III) DRAFT DECISION

17. The Intergovernmental Council of the MOST Programme

Referring to document MOST/IGC/Bureau/2020/5,

Mindful of its decisions thereon in document MOST/IGC/Bureau/2020/14, paragraphs 6-8,

Having considered document MOST/IGC/2020/1,

Endorses the proposals for the governance of BRIDGES as a MOST sustainability science coalition contained in paragraphs 13-16 of document MOST/IGC/2020/1.



MOST/IGC/2021/5
Bilingual / *bilingue*
31 March / *31 mars* 2021

15th Ordinary Session of the Intergovernmental Council (IGC) of the Management of Social Transformations (MOST) Programme, 30-31 March 2021.

Item 7 of the Agenda

15^e Session ordinaire du Conseil intergouvernemental du programme de Gestion des transformations sociales (MOST) 30-31 mars 2021.

Point 7 de l'ordre du jour.

DECISION / DÉCISION

This document was adopted by the IGC in conclusion of the 15th Ordinary Session.

Le présent document a été adopté par le CIG en conclusion de sa 15^e Session ordinaire.

<p>Intergovernmental Council of the Management of Social Transformations (MOST) Programme, 15th Ordinary Session Virtual Event, 30- 31 March 2021 Agenda item 7 DRAFT DECISION OF THE 15TH ORDINARY SESSION</p>	<p>Conseil intergouvernemental du programme Gestion des transformations sociales (MOST) 15^e Session ordinaire Réunion virtuelle, 30-31 mars 2021 Point 7 de l'Ordre du jour PROJET DE DÉCISION DE LA 15^e SESSION ORDINAIRE</p>
<p><i>Having considered</i> the documents prepared for the 15th Ordinary Session,</p> <p><i>Taking note</i> in particular of the updated MOST Action Plan 2016-2021 and Proposal for the establishment of BRIDGES as a MOST sustainability science coalition,</p> <p><i>Appreciating</i> the presentation delivered by ADG/SHS on the overview of the future C4/C5 and the preparation of a new MOST strategy (2022-2029),</p> <p><i>Recognizing</i> that the capacity of MOST to strengthen the linkage between research and policies, and to contribute to Agenda 2030 in the pandemic and post-pandemic era, requires the effective organization of a number of inter-governmental forums, which provide Member States with the opportunity to consider research results and implications, as well as to elaborate policy-oriented political agendas and concrete follow-up mechanisms,</p> <p><i>Welcoming</i> the organization of the virtual MOST Ministerial Forum for the Central African Region on “The Challenge of Poverty in Central Africa: Impact of the COVID-19 Pandemic and Strategies”, in September 2020 and the related previous online event “The countries of Central Africa and the impact of COVID-19 on poverty”, in July 2020, organized in collaboration with the Economic Community of the Central African States (ECCAS),</p>	<p><i>Ayant pris en considération</i> les documents préparés pour la 15e Session ordinaire,</p> <p><i>Notant</i> en particulier le Plan d'action MOST révisé et la proposition visant à établir BRIDGES comme coalition MOST pour les sciences de la durabilité,</p> <p><i>Appréciant</i> la présentation de l'ADG/SHS sur le futur C4/C5 et la préparation d'une nouvelle stratégie MOST (2022-2029),</p> <p><i>Reconnaissant</i> que la capacité de MOST à renforcer le lien entre la recherche et les politiques et à contribuer à l'Agenda 2030 dans l'ère pandémique et post-pandémique nécessite l'organisation efficace d'un certain nombre de forums intergouvernementaux qui offrent aux États membres l'occasion de prendre en considération les résultats de la recherche et leurs implications, ainsi que celle d'élaborer des agendas politiques orientés vers l'action publique et des mécanismes concrets de suivi,</p> <p><i>Accueillant favorablement</i> l'organisation virtuelle en septembre 2020 du Forum MOST des ministres « Le défi de la pauvreté en Afrique centrale : quel impact de la pandémie du COVID-19 et quelles stratégies ? », ainsi que l'événement en ligne « Les pays de l'Afrique centrale face à l'impact de la COVID-19 sur la pauvreté », organisé précédemment en juillet 2020 organisé en collaboration avec la Communauté économique des États d'Afrique centrale (CEEAC),</p>

<p><i>Appreciating</i> the organization of the online 6th International Scientific Congress “Globalistics 2020”, implemented by the UNESCO Chair on Emerging Global Social and Ethical Challenges for Large Cities and their Population at the Lomonosov Moscow State University in collaboration with the Russian Federation National Commission for UNESCO, in May 2020.</p> <p><i>Welcoming</i> the Virtual Round Table “Imagining the World to Come in Caribbean Small Island Developing States. Laboratory of Ideas in the Post-Covid-19 Era”, co-organized by National Commissions for UNESCO in the Caribbean and the UNESCO Kingston Office, July 2020.</p> <p><i>Commending</i> MOST for the adaptive actions in the context of COVID-19 that included a rapid learning process related to the intensive utilization of ICTs to deliver results, and a swift re-orientation of thematic priorities with the aim to respond to demands arising from the social impact of the pandemic,</p> <p><i>Paying due attention</i> to the ongoing preparation of the UNESCO Draft Medium-Term Strategy for 2022-2029 (41 C/4) and the Draft Programme and Budget for 2022-2025 (41 C/5),</p> <p><i>Keeping in mind</i> the ongoing United Nations reform and UNESCO’s strategic transformation process,</p> <p><i>Expressing</i> its deep sadness at the passing, in March 2021, of Ms Cecilie Golden, who was for many years an essential member of the MOST Secretariat,</p>	<p><i>Appréciant</i> l’organisation du 6e Congrès scientifique international en ligne « Globalistique 2020 », mis en œuvre par la Chaire UNESCO pour le développement socio-éthique dans les grandes villes et leur population face aux défis mondiaux, à l’Université d’État de Moscou Lomonosov en collaboration avec la Commission nationale de la Fédération de Russie pour l’UNESCO, en mai 2020.</p> <p><i>Accueillant favorablement</i> la table ronde virtuelle « Imaginer le monde à venir dans les petits États insulaires en développement des Caraïbes. Laboratoire d’idées dans l’ère post-Covid-19 », coorganisé par les Commissions nationales pour l’UNESCO dans les Caraïbes et le Bureau de l’UNESCO à Kingston en juillet 2020.</p> <p><i>Saluant</i> les actions adaptatives mises en œuvre par MOST dans le contexte du COVID-19, y compris le processus d’apprentissage rapide lié à l’utilisation intensive des TIC pour obtenir des résultats, et la réorientation rapide des priorités thématiques dans le but de répondre aux demandes découlant de l’impact social de la pandémie,</p> <p><i>Prêtant l’attention requise</i> à la préparation en cours du Projet de stratégie à moyen terme de l’UNESCO pour 2022-2029 (41 C/4), ainsi que du Projet de programme et de budget pour 2022-2025 (41 C/5),</p> <p><i>Gardant à l’esprit</i> la réforme en cours des Nations-Unies et le processus de transformation stratégique de l’UNESCO,</p> <p><i>Exprimant</i> sa profonde tristesse devant la disparition, en mars 2021, de Mme Cecilie Golden, qui fut pendant de nombreuses années une collaboratrice indispensable du secrétariat MOST,</p>
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THE INTERGOVERNMENTAL COUNCIL OF THE MOST PROGRAMME	LE CONSEIL INTERGOUVERNEMENTAL DU PROGRAMME MOST
1. <i>Dedicates</i> to the memory of Cecilie Golden its 15 th Ordinary Session.	1. <i>Dédie</i> à la mémoire de Cecilie Golden sa 15 ^e Session ordinaire.
2. <i>Approves</i> the updated MOST Action Plan 2020-2021, requests the Secretariat to ensure its prompt circulation, asserts the need to continue to enrich and refine it and requests the Bureau, at each of its meetings, to review the Action Plan and revise it as required, in consultation with the Intergovernmental Council and on the advice of the Scientific Advisory Committee.	2. <i>Approuve</i> le Plan d'action MOST 2020-2021 mis à jour, demande au secrétariat d'en assurer la prompte diffusion, affirme la nécessité de continuer à l'enrichir et à l'affiner et demande au Bureau, lors de chacune de ses réunions, de revoir le Plan d'action et de le réviser selon les besoins, en consultation avec le Conseil intergouvernemental et après avis du Comité consultatif scientifique.
<p>3. <i>Endorses</i> the proposals for the governance of BRIDGES as a MOST sustainability science coalition, subject to replacement of paragraph 16 of document MOST/IGC/2021/3 by the following text:</p> <p>16. Connections between BRIDGES and the organs of the MOST programme will be ensured as follows:</p> <ul style="list-style-type: none"> a. The MOST SAC will be directly involved, through a designated focal point, in BRIDGES project assessment. Furthermore, the SAC will be provided, annually, with a report on scientific issues arising from the implementation of BRIDGES and given the opportunity to bring its observations thereon to the attention of the BRIDGES General Assembly. The SAC may, at any time, bring to the attention of the Bureau any specific issues of concern. b. The IGC Bureau will have an ex officio seat on the BRIDGES Executive Committee. c. The IGC will receive, at each of its sessions, a specific report on BRIDGES implementation and proposals for future development, 	<p>3. <i>Valide</i> les propositions pour la gouvernance de BRIDGES en tant que coalition de MOST pour la science de la durabilité, sous réserve du remplacement du paragraphe 16 du document MOST/IGC/2021/3 par le texte suivant :</p> <p>16. Les connexions entre BRIDGES et les organes du programme MOST seront assurées comme suit :</p> <ul style="list-style-type: none"> a. Le CCS de MOST sera directement impliqué, par le biais d'un point focal désigné, dans l'évaluation des projets BRIDGES. En outre, le CCS recevra, chaque année, un rapport sur les questions scientifiques découlant de la mise en œuvre de BRIDGES et aura la possibilité de porter ses observations à l'attention de l'Assemblée générale de BRIDGES. Le CCS peut, à tout moment, porter à l'attention du Bureau du CIG toute question spécifique qui le préoccupe. b. Le Bureau du CIG disposera d'un siège au Comité exécutif de BRIDGES. c. Le CIG recevra, à chacune de ses sessions, un rapport spécifique sur la mise en œuvre de BRIDGES et les propositions de développe-

<p>taking account of the observations of the SAC mentioned in paragraph a above, in order to validate consistency with the applicable MOST strategy.</p> <p>d. Furthermore, information on BRIDGES will be included in activity reports by the MOST secretariat to the IGC and to its Bureau as well as in periodic updates of the MOST Action Plan.</p>	<p>ment futur, en tenant compte des observations du CCS mentionnées au paragraphe a ci-dessus, afin d'en valider la cohérence avec la stratégie MOST applicable.</p> <p>d. En outre, des informations sur BRIDGES seront incluses dans les rapports d'activité du secrétariat de MOST au CIG et à son Bureau, ainsi que dans les mises à jour périodiques du Plan d'action MOST.</p>
<p>4. <i>Approves</i> the timeline for the process to prepare the new MOST strategy (2022-2029), as reflected in the schematic annexed to the present decision, and further emphasizes the importance of iterative consultation with both IGC members and other UNESCO Member States.</p>	<p>4. <i>Approuve</i> le calendrier du processus pour préparer la nouvelle stratégie MOST (2022-2029), tel que reflété dans le schéma annexé à la présente décision, et souligne par ailleurs l'importance d'une consultation itérative aussi bien avec les membres du CIG qu'avec les autres Etats membres de l'UNESCO.</p>
<p>5. <i>Affirms</i> the importance of strengthening the research-policy nexus through MOST in order to achieve an inclusive agenda and enhance the impact of the programme.</p>	<p>5. <i>Affirme</i> l'importance du renforcement du lien entre recherche et politiques à travers MOST afin de réaliser un agenda inclusif et d'améliorer l'impact du programme.</p>
<p>6. <i>Invites</i> Member States, in discussing budgetary matters at the 211th session of the Executive Board, to express their concern regarding the allocation to the Social and Human Sciences Sector within the Integrated Budget Framework, and to consider strengthening it, and <i>appeals</i> for additional support to the implementation of the updated MOST Action Plan 2021-2022, including through extrabudgetary funding to UNESCO.</p>	<p>6. <i>Invite</i> les États membres, lors des délibérations de la 211e session du Conseil exécutif portant sur les questions budgétaires, à exprimer leur préoccupation quant aux moyens alloués au Secteur des sciences sociales et humaines dans le Cadre budgétaire intégré, et à en envisager le renforcement, et <i>sollicite</i> un soutien additionnel à la mise en œuvre du Plan d'action MOST 2021-2022 mis à jour, y compris par l'apport à l'UNESCO de financements extrabudgétaires.</p>
<p>7. <i>Requests</i> the Scientific Advisory Committee to contribute to the MOST Programme by focusing on the priority themes specified by the Strategy, advising on activities to implement the Action Plan, and contributing to the scientific visibility and credibility of MOST.</p>	<p>7. <i>Demande</i> au Conseil consultatif scientifique de contribuer au programme MOST en mettant l'accent sur les thèmes prioritaires définies par la Stratégie, en donnant des avis sur des activités visant à mettre en œuvre le Plan d'action, et en contribuant à la visibilité et la crédibilité scientifiques de MOST.</p>
<p>8. <i>Requests</i> the Secretariat to seek enhanced collaboration between MOST and other UNESCO international science programmes in the context of the MOST Action Plan 2021-2022.</p>	<p>8. <i>Demande</i> au secrétariat d'accroître sa collaboration renforcée entre MOST et les autres programmes scientifiques internationaux de l'UNESCO dans le cadre du Plan d'action MOST 2021-2022.</p>

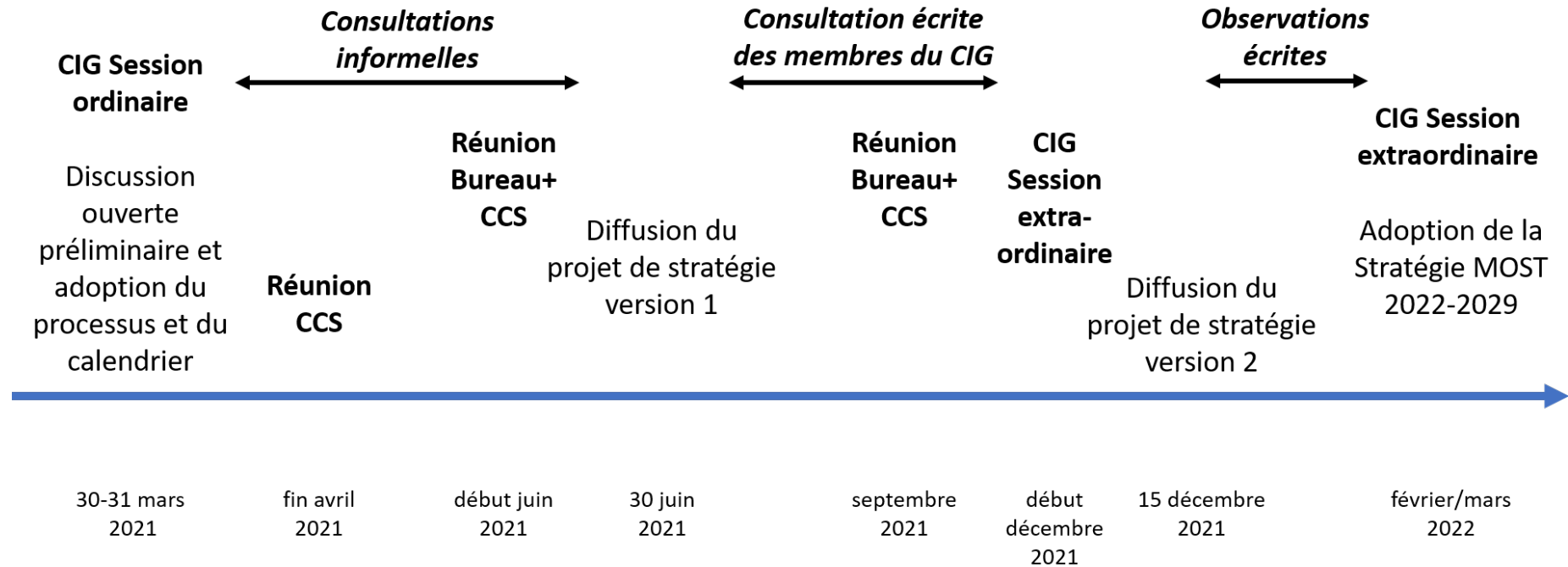
9. Further requests the Secretariat to enhance and facilitate collaboration between UNESCO Chairs concerned by the activities of the MOST programme.	9. <i>Demande</i> également au Secrétariat de valoriser et faciliter la collaboration entre les Chaires UNESCO concernées par les activités du programme MOST.
10. <i>Reminds</i> Member States of the value of establishing MOST National Committees as country-level extensions of the MOST Programme, on the basis of the guidelines in Annex II of the MOST Strategy 2016-2021, to provide greater support to the existing Committees, and to improve coordination and communication among the Committees and between them and UNESCO Field Offices.	10. <i>Rappelle</i> aux États membres l'intérêt de mettre en place des Comités nationaux MOST, comme prolongement dans chaque pays du programme MOST, sur la base des lignes directrices figurant dans l'annexe II à la Stratégie MOST 2016-2021, à renforcer le soutien qu'ils apportent aux Comités existants et à améliorer la coordination et la communication entre les Comités, ainsi qu'entre ceux-ci et les bureaux hors Siège de l'UNESCO.
11. <i>Calls upon</i> the Member States to report annually to the Secretariat, for further reporting to the IGC, on the existence and the work of such Committees.	11. <i>Appelle</i> les États membres à transmettre annuellement au secrétariat, qui en avisera à son tour le CIG, un rapport sur l'existence et sur les travaux desdits Comités.
12. <i>Requests</i> the Secretariat, in order to facilitate the preparation of the reports referred to in paragraph 11 above, to make available to Member States, on the UNESCO website, a standardized form enabling harmonized presentation of the activities of the National Committees.	12. <i>Demande</i> au Secrétariat, afin de faciliter la préparation des rapports visés au paragraphe 11 ci-dessus, de mettre à la disposition des États membres, sur le site internet de l'UNESCO, un formulaire standardisé permettant la présentation harmonisée des activités des Comités nationaux.
13. <i>Further requests</i> the Secretariat to prepare a list of active MOST National Committees and an overview report on their activities in the period 2016-2021 for submission to the IGC at its Extraordinary Session foreseen in December 2021.	13. Demande en outre au Secrétariat de préparer une liste des Comités MOST nationaux actifs et un rapport d'ensemble sur leurs activités dans la période 2016-2021 qui sera soumis au CIG lors de sa Session extraordinaire prévue en décembre 2021.
14. <i>Encourages</i> Member States, working closely with UNESCO Field Offices, to host regional or sub-regional Ministerial Forums to contribute to the advancement of Agenda 2030 in the pandemic and post-pandemic era by strengthening the use of social science and humanities knowledge in policy design and implementation.	14. <i>Encourage</i> les États membres, en coopération étroite avec les bureaux régionaux et nationaux de l'UNESCO, à accueillir des Forums ministériels régionaux ou sous-régionaux qui contribuent à l'avancement de l'Agenda 2030 dans l'ère pandémique et post-pandémique par le renforcement de l'utilisation des connaissances issues des sciences sociales et humaines dans la conception et dans la mise en œuvre des politiques publiques.
15. <i>Welcomes</i> the organization in Lisbon, Portugal, of the inaugural European Humanities Conference (5-7 May 2021), <i>thanks</i> the Government of Portugal for its support in this regard, and <i>invites</i> all IGC members to engage actively with the event.	15. <i>Se félicite</i> de l'organisation à Lisbonne, Portugal, de la première Conférence européenne des humanités (5-7 mai 2021), <i>remercie</i> le Gouvernement du Portugal de son soutien à cet égard et <i>invite</i> tous les membres du CIG à s'y impliquer activement.

16. <i>Further welcomes</i> the organization in October 2021 of an International Conference on the Social Sciences in the Face of Covid-19, <i>thanks</i> the Government of France for its support in this regard, and <i>encourages</i> all IGC members to participate actively therein.	16. <i>Se félicite également</i> de l'organisation en octobre 2021 d'une Conférence internationale sur les sciences sociales face au Covid-19, <i>remercie</i> le Gouvernement de la France de son soutien à cet égard et <i>encourage</i> tous les membres du CIG à y participer activement.
17. <i>Emphasizes</i> the importance of the ongoing process to monitor the Recommendation on Science and Scientific Researchers and <i>invites</i> all IGC members to contribute actively thereto.	17. <i>Souligne</i> l'importance du processus en cours de suivi de la Recommandation concernant la science et les chercheurs scientifiques et <i>invite</i> tous les membres du CIG de s'y impliquer activement.
18. <i>Requests</i> the President, in his statutory report to the 41st session of the General Conference, to provide a comprehensive overview of the Action Plan as well as of intergovernmental discussions in connection with it and with the preparation of the MOST Strategy 2022-2029.	18. <i>Demande</i> au Président de donner, dans son rapport statutaire à la 41e session de la Conférence générale, une vue d'ensemble complète du Plan d'action ainsi que des discussions intergouvernementales à son sujet ainsi qu'à propos de la préparation de la Stratégie MOST 2022-2029.
19. <i>Requests</i> the Secretariat to prepare, for submission to the IGC, a report about the advances in the implementation of the general recommendations for all the intergovernmental bodies approved by resolution 39 C/87.	19. Demande au Secrétariat de préparer, pour soumission au CIG, un rapport sur les avancées dans la mise en œuvre des recommandations générales pour tous les organes intergouvernementaux approuvées par la résolution 39 C/87.
20. <i>Requests</i> the Director-General to convene an Extraordinary Session of the IGC in early December 2021, for the purpose, inter alia, of renewing its Bureau, considering the draft of the MOST Strategy 2022-2029, and discussing matters relating to governance and working methods of the IGC.	20. <i>Demande</i> à la Directrice générale de convoquer une Session extraordinaire du CIG début décembre 2021, afin notamment d'en renouveler le Bureau, de délibérer du projet de Stratégie MOST 2022-2029 et de discuter de questions relatives à la gouvernance et aux méthodes de travail du CIG.

Annex – timeline for the process to prepare the MOST Strategy (2022-2029), pursuant to paragraph 4 of the present decision



Annexe – calendrier du processus de préparation de la Stratégie MOST (2022-2029), conformément au paragraphe 4 de la présente décision





Call for Expressions of Interest to host the international Secretariat of

The UNESCO Management of Social Transformations Programme

BRIDGES Sustainability Science Coalition

The Interim Executive Group of the BRIDGES Sustainability Science Coalition hereby invite Expressions of Interest to host the BRIDGES Global Secretariat. BRIDGES is an open-ended and inclusive coalition of intergovernmental, governmental and non-governmental organisations, institutes, formal projects and formal networks organized within UNESCO's Management of Social Transformations Programme (MOST). The coalition aims to harness the capabilities of higher education and research institutions to stimulate and guide vital transdisciplinary efforts to meet the challenges and goals of the U.N.'s 2030 Agenda for Sustainable Development.

It is widely recognized that international cooperation in research and higher education is essential to finding solutions to global sustainability challenges. As a humanities-led sustainability science coalition that is not limited to the humanities, BRIDGES works to promote potentially transformative collaborations across the academic domains of the humanities, the arts, the social sciences and the natural sciences in collaboration with diverse societal partners and communities of practice. BRIDGES promotes open science, intellectual freedom, cultural diversity, gender equality, respectful collaboration of academic researchers with local and indigenous communities, and equitable, balanced approaches to Global South-Global North knowledge exchange and cooperation in support of sustainable futures.

Parameters of the first closed Call for Expressions of Interest in brief

In this first closed call, Expressions of Interest are invited from the coalition's founding institutional/organisational membership, as established at the [Inaugural General Assembly](#) of BRIDGES, May 24-25, 2021¹ (see Annex 1). The Interim Executive Group seeks to identify achievable proposals by late summer 2021 so that the Secretariat of BRIDGES can begin to operate fully by January 2022, the start of the Coalition's inception phase. Viable proposals are thus sought

¹ Institutions/Organizations that were integrally involved in the two-year visioning process that led to the establishment of BRIDGES (2019-2020) but were not present at the Inaugural General Assembly (GA) of the coalition will be given an opportunity during 2021 to affirm the decisions of the GA and still be counted among the founding membership of the Coalition.

from member organisations prepared to play a lead role as host or co-host of the Coalition's operational centre, its International Secretariat.

UNESCO provides no direct funding toward the operations of the Secretariat, but is expected to provide considerable in-kind and ad hoc support, particularly in its facilitation of high-level contacts and avenues of engagement for the BRIDGES Secretariat/host institutions with international scientific, cultural and educational programmes and fora, science-policy platforms and other relevant projects and networks in and outside the UN family of organisations.

The International BRIDGES Secretariat will thus be supported operationally during the coalition's two-year inception phase by its host institution/s (including in-kind forms of support). Appropriate levels of support can be defined on a case-by-case basis by institutions submitting expressions of interest in consultation with the BRIDGES Interim Executive Group, who recognize that resources and average costs can vary considerably from one institutional and/or national context to another.

The Provenance, Vision and Mission of BRIDGES

The establishment of the BRIDGES coalition stems from the project “[Broadening the Application of the Sustainability Science Approach](#),” a two-year project initiated by UNESCO in October 2015 with support of the Japanese Ministry of Education, Culture, Sports, Science and Technology (Japan/MEXT). This project drew upon sustainability experts from around the world to develop policy guidelines intended to help UNESCO Member States harness the potential of sustainability science in their efforts to support and achieve the Sustainable Development Goals (SDGs).

One significant output of the project was UNESCO's policy-guidance document [Guidelines for Sustainability Science in Research and Education](#), which proposed a refined approach to sustainability science, emphasizing inclusive transdisciplinary research, education and societal action to enable more effective integrated responses to global challenges. The other major outcome of this project was [a follow-up initiative](#) led by UNESCO, the International Council for Philosophy and Human Sciences (CIPSH), and Humanities for the Environment global observatory network (HfE) that has now resulted in the establishment of BRIDGES as a Global Sustainability Science Coalition within UNESCO's international science programme Management of Social Transformations (MOST). BRIDGES was approved at the 15th Ordinary Session of the Intergovernmental Council of the MOST Programme on March 31, 2021.

The BRIDGES coalition is innovative in a number of ways, not least by being the first humanities-led international sustainability science initiative within UNESCO. Extensive multi-stakeholder consultations were carried out over four international workshops in 2019-20² as part of the [visioning process leading to the establishment of BRIDGES](#). The process involved ca. 50 committed partner organisations that now largely make up the founding membership of BRIDGES as it launches in 2021 as the Sustainability Science Coalition of UNESCO's MOST Programme. The number of member institutions in this global coalition is anticipated to expand significantly during the inception phase of BRIDGES (2022-2023).

The purpose of BRIDGES is to operationalize the UNESCO Sustainability Science Guidelines. The coalition will do so by connecting diverse communities of knowledge and action nationally, regionally and internationally, in part by reviewing, endorsing and promoting both demonstration projects and transdisciplinary pilot activities that embody the principles articulated in BRIDGES' and UNESCO's visioning documents on sustainability science (see Annexes 2 and 3). In particular, BRIDGES aims to help institutions of higher education and research realize their potential as vital touchstones in transdisciplinary and trans-sectoral efforts to deliver the SDGs, working in collaboration with international councils of science, intergovernmental science

² These four workshops were: 1. Maçao, Portugal (March 2019); 2. UNESCO Headquarters, Paris (June 2019); 3. Sigtuna, Sweden (October 2019); and 4. Cappadocia, Turkey (July 2020).

programmes, research and educational networks, academic institutions, local communities, and various partners from civil society. Other UNESCO international science programmes expected to collaborate closely with BRIDGES as the sustainability science coalition of the MOST Programme include the Man and Biosphere Programme (MAB) and the International Geoscience and Geoparks Programme (IGGP).

While the scope of efforts is fully global, BRIDGES aims to identify and promote projects in distinct sites and territories around the world. As a strategic undertaking in transdisciplinary research, education and public action in support of the SDGs, the coalition will work to promote transformative collaborations across disciplines and scientific domains, with an emphasis on humanities, arts and social-sciences-led initiatives in different regions throughout the world.

The rationale behind the BRIDGES Secretariat's two-year inception phase

As the launch of BRIDGES within the Management of Social Transformations Programme (MOST) moves forward, the establishment of an International Secretariat for the BRIDGES Coalition is now a top priority. Formally the coalition is launching already in 2021, with minimal operational resources provided in kind by the establishment partners (UNESCO, CIPSH and HfE). The Global Secretariat needs to be fully operational by the beginning of 2022, with adequate resources to undertake the planned activities and to meet the short-term goals of the Coalition during a two-year inception phase (2022-2023).

The present call welcomes Expressions of Interest to host the BRIDGES International Secretariat during this inception phase as BRIDGES builds capacities and momentum, undertaking strategic initiatives with partners of global reach to promote transdisciplinary humanities-led sustainability science, education and action.

A review of all Expressions of Interest to host the International Secretariat will be carried out by the Executive Group in consultation with the UNESCO MOST Programme in late summer 2021. Then one of three models of organizing the International Secretariat will be chosen (see further below in this document for details regarding the different organisational models anticipated). The choice will fall between a centralized Secretariat hosted by a single institution or, perhaps more likely, a distributed International Secretariat comprising numerous Global Hubs.

Beyond the two-year inception phase of BRIDGES

A review of the Secretariat's capacities, operations and functionality will be carried out midway through the inception phase in early 2023. On the basis of this review, recommendations will be put forward for the longer-term organisation of Coalition's Global Secretariat during a second phase of operations extending through the remainder of the decade (2024-2030). Host/s of the BRIDGES International Secretariat/Global Hubs during the inception phase will be given a priority option to renew and continue their roles as hosts during the Secretariat's longer regular phase of operations, subject to mutually agreed revised terms.

Significant fundraising efforts are expected to be undertaken among third-party funders during the inception phase of BRIDGES. These will include efforts to secure support from UNESCO donors, national and international philanthropic organisations and intergovernmental/international funders of educational and scientific programmes. The goal is to strengthen the reach and impact of BRIDGES activities, including the capacity of the Secretariat to support new roles and strategic initiatives as the coalition evolves and works to achieve greater reach and impact as the decade advances. The ambition will also be to lower minimum required annual contributions by institutions hosting the International Secretariat during the second phase of operations, while also building operational capacities through external fundraising. In this way the pilot support and limited funding streams made available initially by institutional and organisational stakeholders in the Global BRIDGES Secretariat are expected to be supplemented:

- (1) to reduce institutional co-financing needs during the second phase of the Secretariat's operations;
- (2) to build the Secretariat's capacity to meet the expected needs of an expanded coalition during the longer second phase of operations (2024-2030) through the remainder of the UN Decade of Action to deliver the SDGs; and
- (3) to bring added value and new capacities to the Secretariat's host institution/s by working together with local research and teaching staff to draw in external funding that can help seed new BRIDGES-labelled projects and stimulate interdisciplinary/transdisciplinary collaborations on site.

Further benefits for the host institution/s

Hosting part or all of the International Secretariat of BRIDGES will offer host institutions many additional benefits:

- Access to an influential global network of institutions and organisations advancing sustainability research, education and action around the world;
- High visibility and impact in national, regional and international efforts to successfully mobilize humanities, arts and other human science and social science-orientated academic communities of knowledge and action in sustainability science;
- Enhanced ability to work co-productively with diverse non-academic communities in transdisciplinary research and education activities focused on both local and international dimensions of global environmental change;
- Increased opportunities for collaboration as a key part of a coalition serving as a change-agent within the international sustainability science community, with a particular focus on achieving national, regional and local (including institutional) impacts through specific site-based activities and projects and in partnership with diverse actors and communities (including communities of practice) spanning different sectors;
- Enhanced opportunities through BRIDGES member organisations/institutions to access significant global expertise, resources, communication channels, and networks conning well-established scientific, educational, policy, governance and advocacy communities, and to build local capacities by connecting to new projects and programmes at the international front-line of integrated and humanities-engaged sustainability science;
- Opportunities to help shape BRIDGES inputs at national, regional, and international levels, including enhanced capabilities for engagement in international scientific assessment platforms and science-policy processes/interfaces
 - E.g., in scoping, assessment and policy-shaping fora organized by such U.N. platforms as the Intergovernmental Panel on Climate Change (IPCC), the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES), the U.N. Sustainable Development Group (or any of its numerous U.N. member entities), etc.
 - A significant expansion of expertise, engagement and participation solicited from humanities and social sciences research communities in particular should be anticipated during the present Decade of Action to deliver the SDGs (such an increase is already being seen); the standing of BRIDGES as a knowledge-action coalition based in a UNESCO international science programme (MOST) will provide a strong basis for engagement in international programmes, processes and structures;
- Opportunities to access and leverage new national/international research and educational funding resources, which can be expected to expand significantly in the area of sustainability science as the U.N. Decade of Action to deliver the SDGs progresses, enabling new forms of collaboration across disciplines and scientific domains, enhanced opportunities for funding for innovative transdisciplinary approaches to sustainability science, etc.
 - This is apt to be particularly true in areas of focus and engagement (such as the humanities and arts), where mainstream sustainability science has not managed to integrate relevant actors of

high potential value successfully at meaningful scales of engagement and impact over the past two decades; international organisations and programmes (including funding programmes) are increasingly calling for better (and more) integration, engagement and impact from the humanities, arts and social sciences.

- Co-design and development of key new collaborations with Global Secretariat staff, bringing significant added value and added capacity-building potential to the host institution:
 - One example is co-development of funding bids (aligned with BRIDGES principles and priorities) between the institutional host and the International Secretariat, designed to help establish new projects or programmes at the host institution.
- Representation in the BRIDGES General Assembly with a voice in governance.
- A seat in the BRIDGES Executive Committee representing the individual*/collective** host institutions supporting the International Secretariat as appropriate in view of the organisational model of the Secretariat (centralized*/distributed**);

Three models for the organisation of the International Secretariat of BRIDGES

Three possible models for individual contributions by host institutions to support the BRIDGES International Secretariat are proposed (other models can also be considered):

Model 1 — a centralized global secretariat hosted within a single institution/organisation;

Model 2 — a distributed international secretariat composed of a number of Global Hubs

E.g., 5-8 thematically or regionally specific Global Hubs sharing the functional, institutional and/or human-resource capacities necessary to operate the full secretariat.

Model 3 — a more limited distributed secretariat, effectively a hybrid of models 1 & 2.

Such a hybrid model could take the form of a distributed secretariat with 3-4 regional hubs, one of which may have a markedly larger share of the secretariat's capacity, and thus serve as the Lead/Flagship Global Hub (the operational centre) of the International Secretariat.

The BRIDGES Interim Executive Group will decide which model of organizing the Secretariat is most appropriate after expressions of interest are received and reviewed in August 2021. This review will be carried out in consultation with the UNESCO Management of Social Transformations Programme and involve follow-up discussions with all member organisations/institutions that have submitted promising proposals. Organizations wishing to submit an Expression of Interest can also meet with Executive staff to discuss possible approaches while framing a proposal, and are encouraged to reach out during summer if this would be helpful.

Threshold capacities for the Secretariat during the 2-year inception phase (2022-2023)

The largest share of expenses/in-kind contributions will go toward meeting the staffing needs and associated functions of the Secretariat.

The number of Global Hubs assumed in the following model is 4 or 5 (corresponding to the low-end and high-end of FTE projections for cumulative Global Hub Leaders and Administrative/Support staff positions in the projections below).

Executive Director	0.75 – 1.0 FTE
Associate Director / Head of Secretariat Staff	0.25 – 0.5 FTE
GHL – Global Hub Leaders	1.6 – 2.0 FTE
Administrative/Support Staff	1.6 – 2.0 FTE

The figures above assume a minimum weekly workload of 40% of FTE for both administrative staff and Global Hub Leaders.

In the event that a distributed secretariat is chosen as the logical model of organisation, the Interim Executive Group acknowledge that staffing capacities in Global Hubs that fall below 0.40 FTE in each of the position categories of **Global Hub Leaders** and **Administrative/support staff** may have difficulty justifying the transaction costs involved in coordinating a distributed secretariat.

It may also be useful to bear in mind a rule-of-thumb ceiling of 50% on in-kind support (out of total support proposed) by potential hosts of the International Secretariat / Global Hubs, though this should not be seen as a requirement. At this stage different variations can be considered.

Description of the positions essential to the BRIDGES Secretariat and areas of responsibility

The **Executive Director** (ED) position assumes a minimum 0.75% and a maximum 1.0 FTE, depending in all likelihood on the number of hubs that must be coordinated. The ED will lead all strategic work with partners and member organisations as chief executive for the BRIDGES Coalition and therefore must have significant experience of the higher education and research sectors and equally significant experience leading international projects, programmes and networks. The ED should also have a sound working knowledge of the operations, practices and organisational structures of UNESCO and the Management of Social Transformations Programme. As the person ultimately responsible for the responsiveness of the Secretariat to strategic and operational priorities of the Coalition, the ED will set the agenda for the Secretariat's work and assignments in consultation with the Associate Director and the Executive Committee.³ The ED will also lead all liaisons with the Executive Committee (on which he/she holds an *ex officio* seat) and with the Intergovernmental Council and Scientific Advisory Committee of the MOST UNESCO Management of Social Transformations Programme. Some strategic and higher executive duties can be delegated to the Associate Director if needs require. The ED was chosen by the Coalition membership at the Inaugural General Assembly of BRIDGES in May 2021.

The **Associate Director** (AD) position assumes a minimum 0.25 and a maximum 0.5 FTE during the inception phase. The position has primary responsibility for ensuring that work and assignments delegated to Global Hubs are carried out according to plan. Global Hub Leaders (GHLs) report to the AD. The position is both a managerial role and a strategic role, as the AD may be asked to share certain strategic responsibilities with the ED in the event that such support is needed. The AD will also serve as the *ex officio* alternate of the ED at Executive Committee meetings or other functions if the latter officer cannot attend.

Direct supervision and execution of a particular Global Hub's assignments and work are the responsibility of the **Global Hub Leader (GHL)**, who also serves as the primary liaison between GHs and host institutions and who reports directly to the AD. The GHL may also report to the ED on questions of strategic relevance or where institutional questions require liaising with the Executive Committee, the MOST Programme or international partners. Coordination with other Global Hubs will typically involve direct communication between/among GHLs or, when justified, will be channelled through the AD.

Administrative/Support Staff assist the GHL (and sometimes the AD or ED) in variety of administrative tasks and may also be called upon to serve as **webmasters, rapporteurs or communication officers**.

³ The first regular Executive Committee is expected to convene in September/October 2021. Until then the Interim Executive Group approved at the BRIDGES Inaugural General Assembly, on 25 May 2021, has this governing role.

[Bracketed] Estimate of Costs

The following *costing estimates* should not be regarded as prescriptive or normative. It is difficult to estimate in absolute terms the yearly costs of staffing and operating a globally distributed secretariat especially at the levels specified above, as costs can vary considerably in different national/institutional contexts. Therefore the costing estimates below, as translated into a specific regional context (more accurately a Northern European/Nordic context), should be viewed rather as abstract indicators and are included for broadly illustrative (and comparative) purposes only.

Costs per year for non-salary operating expenses (not counting office space and IT costs) could reasonably be estimated at 80.000 €-100.000 € (or \$100,000-\$125,000) per year, to be divided among all Global Hubs, as translated into this regional context.

A cautious back-of-the-envelope costing of the staffing model outlined above, based on Northern European pay scales, would yield an annual cost in the range of 80.000€ to 100.000€ (or \$100,000 to \$125,000) per hub, depending on whether these costs were shared over 4 or 5 hubs (as in model 3). A greater number of hubs (e.g., 5-8 hubs, as in model 2) would decrease costs per institution accordingly. In-kind contributions can also reduce true costs.

Expected staffing capacities in model 3, borne evenly among hubs, would amount to roughly 1.0 FTE per hub per year (comprising different position categories and salary scales). A significant portion of this commitment, though probably not all of it, could be in-kind. It is worth noting that the ED position can be based in more than one institution, if necessary, through joint/multiple institutional affiliations.

During the inception phase, the **minimum staffing capacity** (and associated costs) of a **single centralized Global Secretariat**, on the other hand, **could be estimated at ca. 3.0-3.5 FTE** (comprising different position categories and salary scales), since it would be possible to eliminate an entire position category (the Global Hub Leaders) and consolidate some of the responsibilities of those positions in the ED and AD positions (and to a lesser degree among support staff). Non-salaried operational costs can be cautiously estimated at \$65,000 / 55.000 € per year for a centralized secretariat (excluding offices and IT). Together with salaried costs **this could yield an overall annual cost equivalent of \$375,000 / 310.000 €** for a centralized secretariat (excluding offices and IT). A significant portion of this commitment, though not all of it, could be in-kind.

Responsibilities & Benefits of Hosting Global Hubs in a distributed BRIDGES Secretariat

If a distributed model is chosen for the organisation of the BRIDGES Secretariat, the Global Hubs will collectively constitute the Secretariat of BRIDGES and will work together in concert. Whether it is centralized at a single institution or distributed over a (smaller or larger) number of Global Hubs, the International Secretariat of BRIDGES will be expected to function as a cohesive unit working to support the Executive Director's managerial and strategic roles and providing a reasonable degree of administrative support to the Executive Committee.

The primary purpose of the Global Hubs will be to support the activities of the BRIDGES Coalition, both strategically and operationally, at the international level. Staff in the BRIDGES Secretariat will work closely with the Executive Director to coordinate with members and international partners on promotion of new programmes, projects and activities in keeping with the BRIDGES principles. Key functions and roles in the Secretariat include outreach and liaison capacities across the BRIDGES network and beyond, with a particular mission to strengthen humanities-led and community-engaged dimensions of sustainability science initiatives nationally and regionally (e.g., at different sites). A secondary role will be to help support and serve as a focal point for BRIDGES activities and collaborations in areas of specific thematic focus (in the case of thematically organized Global Hubs) and/or in specific regional contexts (in the case of regionally organized Global Hubs). Hubs may also promote, coordinate and advance the operational and strategic ambitions of BRIDGES within the country or region where they are located and are

encouraged to build synergies with their host institutions. Administrative, strategic and operational activities managed by the Secretariat will be shared among its collective / distributed staff at the discretion of the ED & AD in consultation with Global Hub Leaders.

Core functions and responsibilities of the International BRIDGES Secretariat include:

- Operational oversight of the BRIDGES endorsement programme;
- Promotion of pilot initiatives (research and education) carried out by members, including those undertaken in cooperation with national and regional UNESCO commissions/councils;
- Co-design of strategic collaborations with high-level partners internationally that can fill engagement gaps and help bridge knowledge and action communities, including cooperation with different UNESCO International Science Programs, international science councils and other programmes/organisations of comparable global reach both within and outside UN contexts;
- Communication of good practice in transdisciplinary research, education and societal action across and beyond the coalition through open access knowledge-sharing activities;
- Fundraising to strengthen the reach and impact of BRIDGES activities, including the capacity of the Secretariat to support new roles and strategic initiatives as the coalition evolves;
- Coordination of the coalition's regional and thematic pilot initiatives together with members and partners;
- Organization and support of the Annual General Assembly of BRIDGES Member Organizations;
- Administrative support of the three annual meetings of the BRIDGES Executive Committee;
- Advocacy in science-policy contexts in national and international contexts;
- Engagement with the UNESCO MOST Intergovernmental Council and the MOST Scientific Advisory Committee, including:
 - Statutory reporting;
 - Consultations on questions central to the coalition's mission and areas of engagement;
 - Input on discussions of strategic importance to the BRIDGES mission;
 - Service as a focal point on efforts to identify expertise and engage experts for projects, collaborations, research and educational project design, scientific assessment etc where the humanities, arts and qualitative social sciences are in particular demand for international projects focused on sustainability, global change, cultural heritage and regional social-ecological change, transdisciplinary sustainability science, etc.
 - Potential advisory roles on topics and areas of engagement clearly relevant to the mission and ambit of BRIDGES.

Framing of Expressions of Interest to Contribute to the Secretariat of BRIDGES

This first call is a closed one issued to established member organisations in the BRIDGES Coalition. If this initial closed call does not yield a viable field of institutional candidates for the hosting of the International Secretariat of BRIDGES, a second open call will be issued in August/September 2021 to which all appropriate/eligible organisations will be invited to respond, even if not presently members of the BRIDGES Coalition.

Expressions of Interest should describe concisely how the member organisation/institution meets the following needs, functions and/or criteria central to the Secretariat's mandate and operations (please include bullet points as headers):

- Alignment with BRIDGES mission and principles (see Annexes 2 and 3);
- How specifically the host environment can contribute to core global activities of the BRIDGES Secretariat (as enumerated above in this call document);

- In what ways the host organisation/institution proposes to meet its obligation, including likely proportion of allocated in-kind resources to cash contributions;
- Capacity to contribute to the minimum staffing requirements of either a Global Hub or a centralized International Secretariat (as described/specified in this document above under *Three Models*);
- Capacity to contribute to the costs (in cash or in kind) of
 - employing the BRIDGES Executive Director;
 - providing mobility support for Secretariat staff;
 - hosting the Coalition's annual General Assembly and/or Executive Committee meetings;
 - managing or sub-contracting the BRIDGES website, which will require regular (weekly) updating with new content combined with management of social media accounts;
- Experience of key staff (expected to be involved in the Secretariat/Global Hub) in managing/coordinating large-scale, international and multi-stakeholder research networks;
- Capacity to engage with a broad range of stakeholders (e.g., academia, funders, governments, international organisations, NGOs, and civil society) both nationally and internationally;
- Capacity to manage national-level and international-level communications activities;
- Capacity to contribute in advocacy efforts in institutional, national, and international science-policy and education-policy contexts;
- Adequate office space and resources, with IT support;
- Commitment to act as ambassadors for the BRIDGES UNESCO MOST Sustainability Science Coalition;
- Demonstrated commitment of funders and hosting institutions (letters of support);

Expressions of Interest should provide essential information on the scope and nature of the member organisation's proposed contributions to the Secretariat. Whether proposing to host a Global Hub or a Centralized Secretariat, institutions submitting expressions of interest should also identify any potential constraints or contingencies, so that the BRIDGES Interim Executive can assess the viability or readiness of the proposal.

Hosts of the International BRIDGES Secretariat are free to establish consortium funding models involving multiple revenue sources, provided fundraising efforts are guided by the BRIDGES principles (see Annexes 2 and 3), in particular the principle of ethical resource mobilization.

The BRIDGES Interim Executive Group recognize that expressions of interest are not binding at this initial stage. However, efforts to clarify a hosting model and reach a binding agreement will be a priority in late summer/early autumn. Member organisations are encouraged to contact the BRIDGES Executive Group to help clarify parameters or other potential variables that may come into play when framing an Expression of Interest.

Expressions of Interest should be received Monday 23 August at the following email address: most@unesco.org. Please include a contact name and complete contact information in the first page header.

If any BRIDGES member organisation wishing to submit an expression of interest needs additional time within its own institution/organisation to consolidate a bid to host a BRIDGES International Secretariat/Global Hub, it may be possible to arrange a reasonable extension of the deadline provided the Interim Executive is informed not later than two weeks before the deadline.

The Interim Executive Group of the BRIDGES Sustainability Science Coalition, Management of Social Transformations Programme, look forward to reviewing Expressions of Interest from the coalition's member institutions/organisations and welcome all submissions for consideration.



BRIDGES Terms of Reference Annex 5

The BRIDGES Governing Council¹ — Guidelines for Representation

Dedicated seats for Founding Partners

- 1 UNESCO —Assistant Director-General for Social and Human Sciences
- 2 International Council for Philosophy and Human Sciences (CIPSH) —President of CIPSH
- 3 Humanities for the Environment (HfE) — President of Humanities for the Environment

Seat for an independent international scientific council

- 4 Prospective Sponsoring Organization jointly nominated by Founding Partners 1, 2 & 3 — President of the International Science Council

Ex officio seats

- 5 President of the Intergovernmental Council of the Management of Social Transformations (MOST) programme
- 6 Executive Director of the UNESCO MOST BRIDGES Coalition

Seats ordinarily decided by nomination and election of the GA

- 7 First representative of an HEI / Research Institution
- 8 Second representative of an HEI / Research Institution
- 9 First representative of an International Network/Organization focused on global challenges
- 10 Second representative of an International Network/Organization focused on global challenges
- 11 Representative of International scientific union or scholarly association/society

Dedicated seat for a funding institution representing the collective institutions financing/supporting BRIDGES Hubs

- 12 Leadership representative of Host Institution of the BRIDGES Flagship Hub/Centralized Hub

¹ Previously described as Executive Committee in the first draft of Terms of Reference/Rules of Procedure circulated for the BRIDGES Inaugural General Assembly, 24-25 May 2021.

Proposed Representation² in the BRIDGES Governing Council

Dedicated seats in the Governing Council are reserved for each of the three founding partners, UNESCO, CIPSH and HfE, with the seats offered to the presiding officers of these organizations. In the case of UNESCO, this seat is reserved for the Assistant Director-General for Social and Human Sciences, the sector which led the BRIDGES establishment process for UNESCO. A fourth seat is reserved for an international scientific council or comparable organization by the three Founding Partners—for the inaugural term of the Governing Council, the founding partners nominate the President of the International Science Council for this seat. Two final seats not elected by the General Assembly are reserved as *ex officio* seats for the President of the Intergovernmental Council of the Management of Social Transformations programme, as per the MOST IGC decision to endorse BRIDGES as a “UNESCO MOST Sustainability Science Coalition” of 31 March 2021 (Annex 3), and the Executive Director of BRIDGES.

For the first term of office, a slate of prospective seat holders shall be nominated for election to the Governing Council according to principles of representation clarified in this document (Annex 5 to the BRIDGES Rules of Procedure). The slate of nominees will be put forward by the Steering Committee of the GC at the inaugural meeting of the GC in 2023, for approval by consensus decision of the membership of the BRIDGES Coalition. The principles of representation are not meant to be regarded as a quota system but rather as ambitions to be met as fully as possible while also ensuring a well-functioning GC.

Elected seats (7-11) on the Governing Council shall join the Steering Committee of GC from the second meeting of the Council. From the second term of office of the GC (2026-2029) open seats 7-11 shall be selected by the membership of the BRIDGES Coalition according to an ordinary process of nominations and elections to be formalized by the GC during its first term of office.

A final 12th seat on the Governing Council is reserved for one of the funding organizations/institutions supporting the operations of BRIDGES via the coalition’s Knowledge and Action Hubs. This representative should be regarded as representing all the funding institutions/organizations, in addition to his/her own, and may not be represented by staff leading and operating the hubs but by one of the supporting institutions hosting and financing the hubs. This seat will also be proposed as part of the slate of nominees for the first term of office of the GC. Thereafter the consortium of funding institutions supporting Knowledge and Action Hubs shall select a representative from among their group of supporting institutions.

Constitution of the BRIDGES Governing Council

Dedicated seats and ex officio seats

Three Founding Partner Organizations — one dedicated seat each

United Nations Educational Scientific and Cultural Organization (UNESCO)

International Council for Philosophy and Human Sciences (CIPSH)

Humanities for the Environment (HfE)

² The ambition is to prioritize inclusion and representative equity in the Governing Council according to explicit criteria of geographical and organizational diversity as well as reasonable gender balance among Coalition members while ensuring the Council serves the Coalition as an efficient and reliable executive decision-making body. It may not always be possible to represent every category identified in each iteration of the Council. However, the standing ambition should be to represent as many of them as reasonably possible.

A Scientific Council / Organization of Global Scope — one dedicated seat

International Science Council

Ex Officio — one dedicated seat each

President of the MOST IGC

BRIDGES Executive Director

Principles of representation for all open seats (both voting members and advisory members of the GC)

1. Reasonable Gender Balance

2. Geographical Representativity

Established UNESCO regions

Africa

Arab States

Asia and the Pacific

Europe and North America

Latin America and the Caribbean

Secondary categories if not already represented by seat holders from one of the primary regions

Small Island States

Circumpolar regions

3. Representativity by type/kind of member entity

HEI/Research Institute

Foundation/NGO supporting humanities- and/or community-driven sustainability science

International Network/Program/Organization devoted to addressing global sustainability challenges

Public or Private Sector member organization or agency

International scientific union or scholarly association/society

Decisions of the BRIDGES General Assembly**25 May 2021**

Meeting virtually on 25 May 2021, at the invitation and using the hosting facilities of the University of Cappadocia,

Referring to the action plan adopted at the third Workshop "Toward the establishment of BRIDGES: An International Sustainability Science Coalition, Building Resilience in Defense of Global Environments and Societies", which took place on 5-7 October 2019, in Sigtuna, Sweden,

Further referring to the proposals for the governance of BRIDGES, in response to paragraphs 7 and 8 of the decision taken by the IGC Bureau at its meeting on 27-28 February 2020 (MOST/IGC/Bureau/2020/14), developed in discussion with all stakeholders at a meeting on 6-7 July 2020, further refined at a meeting on 15 September 2020 of the designated BRIDGES drafting group, and submitted to the MOST Intergovernmental Council in document MOST/IGC/2021/3,

Noting the endorsement of the aforementioned proposals for the governance of BRIDGES by the MOST Intergovernmental Council at its 15th Ordinary Session on 30-31 March 2021, with the revisions stipulated in paragraph 3 of document MOST/IGC/2021/5,

Further noting the thanks expressed by the Founding Partners of BRIDGES to all 40+ member organizations from 30 countries in attendance and the many creative, dedicated, inspiring people they brought to this landmark meeting — an auspicious beginning to the BRIDGES Coalition now launching within the UNESCO Management of Social Transformations programme,

The Parties in attendance, as listed in Annex 1,

1. *Establish* the BRIDGES Coalition consisting of the member parties (organizations, institutions and other parties – networks, programs, think tanks – that were part of the BRIDGES establishment process), augmented by additional parties in attendance at the General Assembly that have been invited to join by the Founding Partners.
2. *Decide* that, for governance purposes, consistently with paragraph 15 of document MOST/IGC/2021/3 as endorsed by the MOST Intergovernmental Council, the structures of BRIDGES shall include:
 - a. an international secretariat (pursuant to paragraph 15(a) of document MOST/IGC/2021/3),
 - b. a Governing Council (pursuant to paragraph 15(b) of document MOST/IGC/2021/3, corresponding to the “Executive Committee (or equivalent term)” mentioned therein), the functions of which shall be served provisionally, in the inception phase of the Coalition, by the Interim Executive Group as defined in paragraph 4 hereunder,
 - c. a General Assembly (pursuant to paragraph 15(c) of document MOST/IGC/2021/3).

3. *Approve unanimously* the proposal put forward by UNESCO and seconded by CIPSH to appoint Steven Hartman as Executive Director of BRIDGES.
4. *Constitute* an Interim Executive Group composed of the founding partners UNESCO, CIPSH and HfE, in consultation with the MOST Intergovernmental Council Bureau, and of the Executive Director as ex officio member.
5. *Decide* to prepare draft Rules of Procedure for BRIDGES to establish permanent governance for the BRIDGES Coalition, clarifying the rules and governance of BRIDGES beyond the inception phase.
6. *Undertake* to establish a permanent Governing Council and other structures of the BRIDGES Coalition in accordance with the Rules of Procedure once endorsed.
7. *Decide* to issue a closed call for Expressions of Interest to host the BRIDGES secretariat / network of hubs and provide implementation capacity. The call shall be prepared and circulated internally to the member organizations of the BRIDGES Coalition. Review of and decisions on submitted proposals will be undertaken by the Interim Executive Group during the inception phase of BRIDGES (2021-2023). If the first closed call for a secretariat / network of hubs does not provide sufficient administrative, technical and other resources necessary to meet the implementation needs of BRIDGES, a second open call to institutions seeking to host the secretariat / BRIDGES implementation hubs may be prepared and issued, with corresponding processes as described above. The Governing Council will take over this review and acceptance process once rules of procedure have been endorsed and the Governing Council has been officially convened.



UNESCO
Management of Social Transformations Programme
Sustainability Science Coalition



Organizations and Institutions represented in the Inaugural General Assembly of BRIDGES — 24-25 May 2021

Name of Organization of Institution	Countries and/or Regions Represented	Contact name & email
1. Arctic Studies Center at Liaocheng University	China	Feng Qu
2. Apheleia	International Europe (representative based in France)	Nuno DaCosta
3. Catharsis	France	Patrick Degeorges
4. Center for Advancement of Scholarship, University of Pretoria	South Africa	James Ogude
5. Centre des Politiques de la Terre (Earth Politics Centre), University of Paris	France	Nathalie Blanc
6. The Club of Rome	International (rep. based in Switzerland/Spain)	Carlos Álvarez Pereira
8. Environmental Humanities Center, Cappadocia University	Turkey	Sinan Akilli
9. Environmental Humanities Hub, University of Helsinki	Finland	Mikko Saikku
10. Europablog*	Belgium	Manel Mselmi
11. Faculty of Arts, Mount Royal University	Canada	Robert Boschman
12. Faculty of Humanities, University of Gothenburg	Sweden	Christian Isendahl
13. Fédération Internationale des Langues et Littératures Modernes (FILLM)	International (representative based in the USA)	Margaret Higonnet
14. Future Earth Global Hub, France	France	Sandrine Paillard
15. Global Futures Laboratory, Arizona State University	USA	Joni.Adamson@asu.edu
16. Human Ecodynamics Research Center, CUNY	USA	Thomas McGovern
17. Humanities for the Environment (HfE)	Africa, Asia-Pacific, Australia-Pacific, Circumpolar, Europe, North America, South America (observatories)	Poul Holm

* Designates uncertain status as organizational/institutional member of GA – to be clarified.

Name of Organization of Institution	Countries and/or Regions Represented	Contact name & email
18. Institute for Advanced Studies in the Humanities (IASH), University of Edinburgh	UK	Lesley McAra
19. Integrated History and Future of People on Earth	International (reps based in the USA/Sweden/France)	Carole Crumley
20. International Center for Human Sciences-Byblos	Lebanon	Darina Saliba Abi Chedid
21. International Council for Philosophy and Human Sciences (CIPSH)	International (representative based in Portugal)	Luiz Oosterbeek
22. International Council on Monument and Sites ICOMOS	USA	Will Megarry
23. International Science Council	International (representative based in France)	Mathieu Denis
24. International Union of Prehistoric and Protohistoric Sciences (UISPP)	Senegal, USA, Brazil	Erika Robrahn Gonzalez
25. The Kogi People, Kogui-Malayo-Arhuaco Indigenous Reservation	(Columbia)	Falk Parra
26. Martynas Mazvydas National Library of Lithuania	Lithuania	Renaldas Gudauskas
27. National Research University Higher School of Economics	Russia	Julia Lajus
28. Nordic Network for Interdisciplinary Environmental Studies, Icelandic National Group	Iceland	Þorvarður Árnason
29. North Atlantic Biocultural Organization (NABO)	Regional/International (USA, UK, Greenland, Iceland)	Adolf Fridriksson
30. Penn Program in Environmental Humanities, University of Pennsylvania	USA	Bethany Wiggin
31. School of Environment, Education and Development, University of Manchester	UK	Noel Castree
32. School of Humanities, University of Iceland	Iceland	Ólöf Garðarsdóttir
33. The Sigtuna Foundation (Sigtunastiftelsen)	Sweden	Alf Linderman
34. The Stefansson Arctic Institute	Iceland	Niels Einarsson
35. Stockholm Resilience Centre at Stockholm University	Sweden	
36. Swedish Centre for Biodiversity	Sweden	Sarah Cornell
37. Swiss Academic Society for Environmental Research and Ecology (SAGUF)	Switzerland	Philippe Foret
38. Tairona Heritage Trust	UK / Columbia	Alan Ereira
39. The Third Pole & China Climate Dialogue	India	Joydeep Gupta
40. UNESCO-IPT Chair in Humanities and Cultural Integrated Landscape Management	Portugal / Brazil	_____ ?
41. UNESCO Chair in Arts and Science for Implementing the SDGs & ICN Business School	France/Belgium	Paul Shrivastava
42. UNESCO Chair on Borders and Migrations - UFSM	Brazil	
43. UNESCO Chair on Global Understanding for Sustainability, University of Jena	Germany	

44. UNESCO Chair Lomonosov Moscow State University Russia

Russia

45. University of Wales Trinity St David

Wales/UK

45. World Academy of Arts and Science

International (representatives from Australia & Brazil)

Participants from different UNESCO Sectors/Programmes

Countries and/or Regions Represented

Contact name & email

UNESCO-MOST Scientific Advisory Committee

International (representatives based in Mexico & France)

Intergovernmental Council of Management of Social Transformations Programme (MOST)

International (representatives based in France)

UNESCO Man and Biosphere Programme

International (representative based in France)

Portuguese National Commission for UNESCO

Portugal

Observer-Participants

Countries and/or Regions Represented

Contact name & email

School of Geosciences, University of Edinburgh

UK

Australian National University

Australia (representative based in France)

Ideate Design Studio

India

Glokala Sverige (Glocal Sweden), United Nations Association of Sweden

Sweden

University of Nebraska

USA

Annex 7

BRIDGES PRINCIPLES

The formation of BRIDGES as an international coalition is proposed as a means to complete and thereby strengthen the sustainability science domain as it has developed over the past two decades. The objective is to foster sustainability science as a renewed, integrated approach that builds from the Humanities, encompassing the Social and Natural sciences, the Arts and other knowledge domains, through a process of co-design and co-construction that values the relevance of critical reasoning.

The BRIDGES initiative builds upon the refined sustainability science paradigm inaugurated in 2017 with the launch of *UNESCO's Guidelines for Sustainability Science in Research and Education*. With reference as well to the World Humanities Conference outcome document *A New Humanities Agenda for the 21st Century* (2017), BRIDGES seeks to operationalize these guidelines, the key principles of which are summarized below.

In order to explore both the programmatic and procedural foundation for BRIDGES as an international coalition for action in sustainability science, UNESCO's Management of Social Transformation (MOST) Programme organized a workshop on 5-7 October in Sigtuna, Sweden. This workshop followed two other establishment workshops that occurred earlier this year: the first hosted in March in Mação, Portugal, and the other in June at UNESCO headquarters in Paris, France.

The discussions in Sigtuna allowed preliminary decisions to be taken among the emerging network of partnering organizations¹ on the core principles to be followed by the coalition:

- 1. The BRIDGES Coalition is humanities-centered but not limited to the humanities. We value contextualized and diverse approaches to sustainability and we acknowledge that persistent challenges are often complex, yielding sometimes contradictory responses. We encourage robust debate in efforts to meet these challenges.**
- 2. The BRIDGES partners understand the Earth not solely as a planetary system, nor as a reservoir of resources, but as a web of meanings and interactions that is inherently multilayered and pluralistic.**
- 3. The BRIDGES Coalition is committed to a critical understanding of sustainability that emphasizes the diversity of its subjects, objects and timelines.**
- 4. BRIDGES will work to establish a world of new relationships, based on convergent understandings and co-design, among the co-inhabitants of the Earth.**
- 5. The BRIDGES partners are committed to an ethical approach to resource mobilization and use.**

¹ UNESCO's Management of Social Transformation Programme (MOST), International Council for Philosophy and Human Sciences (CIPSH), Mälardalen University, Humanities for the Environment (HfE) Global Observatories, Network International Science Council (ISC), Cappadocia University Environmental Humanities Center, Ecole Normale Supérieure de Lyon, Earth Politics Center, Europa.Blog, French National Research Institute for Development (IRD), Future Earth, German Commission for UNESCO, Humanities European Association for Culturally Integrated Landscape Management (APHELEIA), International Council on Monuments and Sites (ICOMOS), International Federation for Modern Languages and Literatures (FILLM), Leuphana University, National Library of Lithuania, Institut fondamental d'Afrique noire (IFAN), International Union of Prehistoric and Protohistoric Sciences (UISPP), North Atlantic Biocultural Organization (NABO), Stefansson Arctic Institute, Stockholm Resilience Center, Swiss Academic Society for Environmental Research and Ecology (SAGUF), Third Pole, UNESCO Chair on global understanding at Jena University, UNESCO Chair on Art and science for the SDGs at ICN Business School, University of Bristol, Arctic Studies Centre at Liaocheng University, University of Iceland, University of Wales Trinity St. David, Uppsala University Chair on Climate Change, World Academy of Art and Science.

Strategic priorities will include identification and introduction of exemplary transversal and transectorial projects connecting Humanities and Social Sciences disciplines with Natural Sciences, the Arts and applied scientific fields. Effective co-production between this broader and more inclusive configuration of academic knowledge communities and non-academic actors / stakeholders from society will be enabled through co-designed and co-developed case studies focused on achieving sustainable environments and societies. The coalition will strive to identify, promote and disseminate such case studies, as well as replicable model curricula and territories-based best-practices, consistent with the goals and principles of robust sustainability science.

Key principles of the UNESCO Guidelines for Sustainability Science in Research and Education

1 The interplay of global and local challenges (keywords “interdependency,” complexity”)

Sustainability Science responds specifically “to the **interdependent, complex and mutually reinforcing character of** ongoing natural, social and cultural **challenges occurring at both global and local scales**. Sustainable development, as expressed in the United Nations Agenda 2030, is exactly about the interplay of such challenges” (UNESCO SuS Guidelines 2).

2 Knowledge (keyword “co-production”)

Sustainability Science aims to generate, disseminate, mobilize and implement “**knowledge necessary to define and achieve sustainability** as a response to such challenges in the concrete contexts of different geographical and temporal scales. Such knowledge includes new technologies and innovative processes” (UNESCO SuS Guidelines 3).

3 Integration and foresight (keyword “process”)

“Sustainability Science focuses on **solving problems, understanding dilemmas and addressing conflicts of goals and interests**, with a view to move towards more integrated and coherent policy agendas, policy options and foresight scenarios that take into account both short-term and long-term needs” (UNESCO SuS Guidelines 3).

4 Collaboration & Integration (keyword “networking”)

“Sustainability Science is crosscutting science by nature, having as a major goal to seek complementary **cooperation** between natural and social sciences, the humanities, the arts and, in particular, to ensure the participation of diverse non-academic stakeholders, through a collaborative process of co-design, co-production and co-management” (UNESCO SuS Guidelines 3).

5 Freedom & Responsibility (keyword “socialization”)

“Sustainability Science is based on both **academic freedom and academic responsibility** towards societal needs” (UNESCO SuS Guidelines 3).

6 Education for Complex Action (keyword “praxis”)

“Sustainability Science **requires important new capacities of individual scientists** for integrated critical analysis and foresight; the ability to cope with systems thinking, changing environments, risks and insecurity; and the capacity to recognize and address diverse values as well as conflicts of goals and interests, to empathize and work responsibly and collectively in diverse partnerships. Such capacities need to be strengthened through all forms of education” (UNESCO SuS Guidelines 3).