



United Nations
Educational, Scientific and
Cultural Organization

Organisation
des Nations Unies
pour l'éducation,
la science et la culture

August 2012

Consultation of Member States and Associate Members, as well as of intergovernmental organizations (IGOs) and international nongovernmental organizations (NGOs), on the preparation of the Draft Medium-Term Strategy for 2014-2021 (37 C/4) and the Draft Programme and Budget for 2014-2017 (37 C/5)

Final analysis of the replies received from international nongovernmental organizations (NGOs) to the questionnaire on the 37 C/4

General Comments

91 answers from International Non-Governmental Organizations (NGOs) to the questionnaires on the Medium-Term Strategy (37 C4) were received.

4. Among the key global challenges facing the world, which ones should UNESCO aim to address during the 2014-2021 period? Please rate each item listed below.

	Top priority	High priority	Medium priority	Low priority	Not a priority	Response Count
Promoting peace, intercultural dialogue, tolerance and mutual understanding	77,9% (67)	22,1% (19)	0,0% (0)	0,0% (0)	0,0% (0)	86
Accelerating progress on the Internationally Agreed Development Goals, including the Millennium Development Goals (MDGs)	40,2% (35)	49,4% (43)	10,3% (9)	0,0% (0)	0,0% (0)	87
Addressing inequalities, marginalization and exclusion	32,9% (28)	41,2% (35)	22,4% (19)	2,4% (2)	1,2% (1)	85
Responding to global environmental changes	25,6% (22)	50,0% (43)	17,4% (15)	7,0% (6)	0,0% (0)	86
Upholding human rights, including freedom of expression and freedom of the press, and promoting universally agreed norms and standards	62,1% (54)	20,7% (18)	16,1% (14)	1,1% (1)	0,0% (0)	87
Achieving gender equality	37,2% (32)	36,0% (31)	20,9% (18)	4,7% (4)	1,2% (1)	86
Responding to the needs of Africa	21,8% (19)	60,9% (53)	14,9% (13)	2,3% (2)	0,0% (0)	87
Responding to conflict, post-conflict and post-disaster situations	19,0% (16)	45,2% (38)	31,0% (26)	3,6% (3)	1,2% (1)	84
Preparing future knowledge societies and addressing key technological development challenges	28,7% (25)	39,1% (34)	28,7% (25)	3,4% (3)	0,0% (0)	87
Addressing population dynamics	4,8% (4)	18,1% (15)	47,0% (39)	26,5% (22)	3,6% (3)	83
Countering the spread of human diseases, including HIV/AIDS	11,0% (9)	24,4% (20)	40,2% (33)	17,1% (14)	7,3% (6)	82
Other (optional - please specify below in the Comment box)	66,7% (18)	25,9% (7)	0,0% (0)	3,7% (1)	3,7% (1)	27
					Comment:	33
					answered question	90
					skipped question	0

Analysis of comments:

Respondents who suggested “other” global challenges for UNESCO tended to rate their suggestions as “top” priority. “Other” challenges brought forward cover a large spectrum of issues and include:

- Education, in particular quality education; equitable access to education; adult education and lifelong learning;
- Fight against poverty;
- Gender equality and women’s empowerment;
- Strengthening research and capacity development for Disaster Reduction;
- Developing an international ethical code in all sectors;
- Mainstreaming of culture in the global development agenda;
- Youth empowerment.

Several respondents underlined the need for UNESCO to focus and concentrate on its areas of competence, to avoid duplication and overlap with other UN organizations, and to consider dropping items rated as “low” or “no” priorities.

5. What are the key factors which will determine UNESCO's success and relevance in the future? Please rate each item listed below.

	Highest importance	Important	Moderately important	Low importance	Not important	Response Count
Its upholding of UN values and universal norms.	58,1% (50)	34,9% (30)	7,0% (6)	0,0% (0)	0,0% (0)	86
Its global leadership in areas of recognized competence.	75,0% (66)	21,6% (19)	3,4% (3)	0,0% (0)	0,0% (0)	88
The effective use of its convening power and the exercise of its role as an independent broker.	30,2% (26)	52,3% (45)	15,1% (13)	1,2% (1)	1,2% (1)	86
Its focus on long-term, transformational results (capacity development, policy development, normative change) and development impact.	44,0% (37)	45,2% (38)	9,5% (8)	0,0% (0)	1,2% (1)	84
Its standard-setting role in all areas of recognized competence	35,6% (31)	48,3% (42)	11,5% (10)	4,6% (4)	0,0% (0)	87
Its ability to respond to a diversity of country needs and contexts (e.g. LDCs-MICs-SIDS-PCPD countries).	30,6% (26)	35,3% (30)	28,2% (24)	5,9% (5)	0,0% (0)	85
Its ability to launch innovative global initiatives.	46,0% (40)	39,1% (34)	11,5% (10)	2,3% (2)	1,1% (1)	87
Its ability to broker strategic partnerships (including private sector and civil society).	38,6% (32)	47,0% (39)	12,0% (10)	2,4% (2)	0,0% (0)	83
Its ability to mobilize extrabudgetary resources complementary to regular programme priorities and resources.	34,5% (30)	46,0% (40)	17,2% (15)	2,3% (2)	0,0% (0)	87
Its ability to advocate effectively for UNESCO's policy objectives and key programmes	52,9% (46)	39,1% (34)	6,9% (6)	1,1% (1)	0,0% (0)	87
Other (optional - please specify below in the Comment box)	62,5% (10)	31,3% (5)	6,3% (1)	0,0% (0)	0,0% (0)	16
					Comment:	20
					answered question	90
					skipped question	0

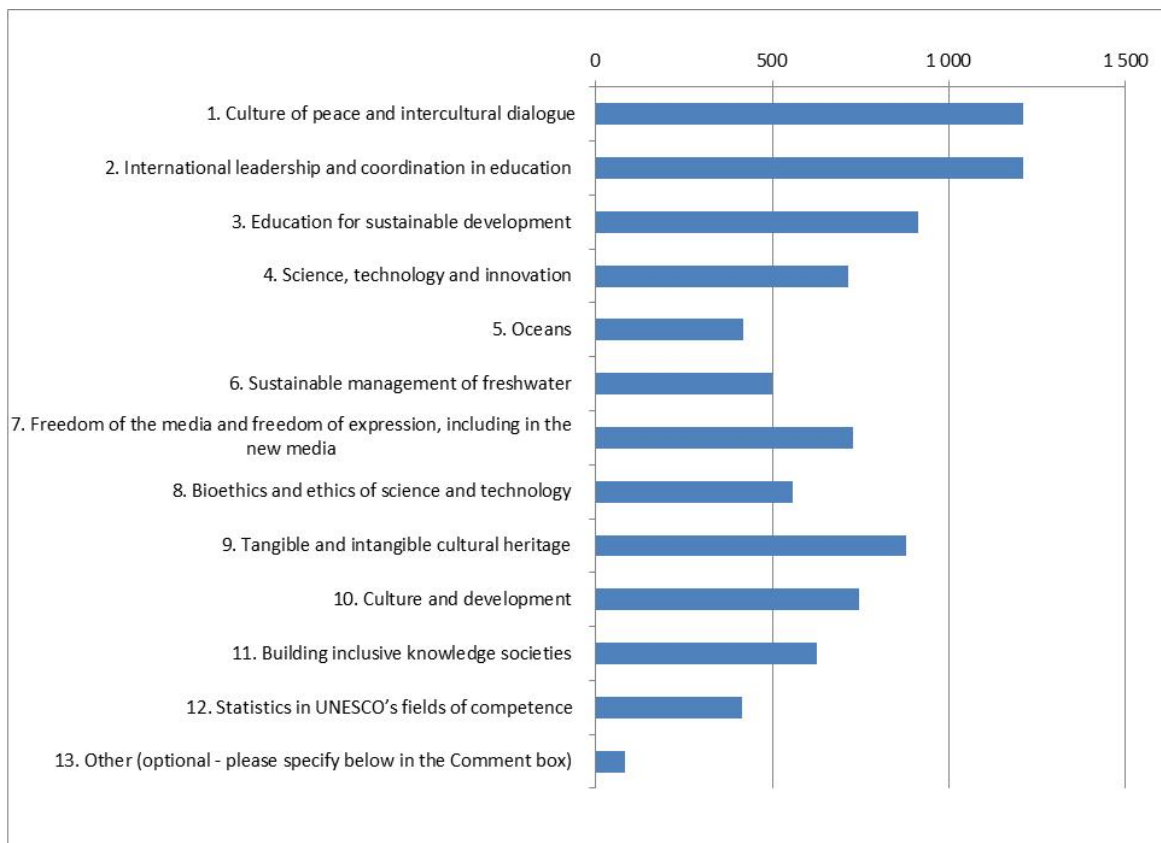
Analysis of comments:

In their comments, respondents mainly suggested that UNESCO continue to be relevant through:

- effective stakeholder involvement (including of civil society organizations; youth; women);
- partnership and resulting synergies, including in the context of UN system-wide cooperation and joint programming;
- its ethical and moral mandate, focusing on the promotion of universal values and norms;
- leadership in the areas where UNESCO has recognized expertise and comparative advantage.

6. What are the areas where UNESCO has a comparative advantage and has - or should claim - a leadership role in the multilateral system for the 2014-2021 period? Please rate each of the areas below, distributing a total of 100 points amongst the items to indicate their relative priority. Allocate between 0 and 100 points to each item in multiples of 5 (0, 5, 10, 15, ..., 100)

	Total points
1. Culture of peace and intercultural dialogue	1 211
2. International leadership and coordination in education	1 212
3. Education for sustainable development	911
4. Science, technology and innovation	714
5. Oceans	417
6. Sustainable management of freshwater	498
7. Freedom of the media and freedom of expression, including in the new media	728
8. Bioethics and ethics of science and technology	557
9. Tangible and intangible cultural heritage	879
10. Culture and development	746
11. Building inclusive knowledge societies	626
12. Statistics in UNESCO's fields of competence	415
13. Other (optional - please specify below in the Comment box)	85



Analysis of comments :

« Other » suggested areas for comparative advantage and leadership for UNESCO cover a wide range of issues, at times modulating and/ or repeating the predefined answer options given. Among the areas suggested by respondents are (inter alia):

- International leadership and coordination in education (in Africa in line with the African Union priorities), including in particular Education for sustainable development;
- Gender equality and women's empowerment;
- Youth welfare and participation;
- Rights of ageing people;
- Research for disaster risk reduction;
- Etc.

One respondent emphasized that comparative advantages could be most effectively exercised in fields where UNESCO was the only UN organization active. Two respondents indicated that there was no area in which UNESCO had comparative advantage.

7. The independent external evaluation concluded that “UNESCO’s mandate has been progressively reinterpreted over the years to match contemporary understandings and global needs.” However, it also noted that “UNESCO’s mandate is “permissive”:
 relevance claims can be made for almost any global problem or crisis. Greater focusing of efforts, based on factors other than relevance, is therefore needed to avoid incoherence given current underfunding.” In light of the above, would you like to make a concrete proposal for the formulation of a new mission statement for 2014-2021?
 (optional)

	Response Count
	44
answered question	44
skipped question	46

Analysis of comments:

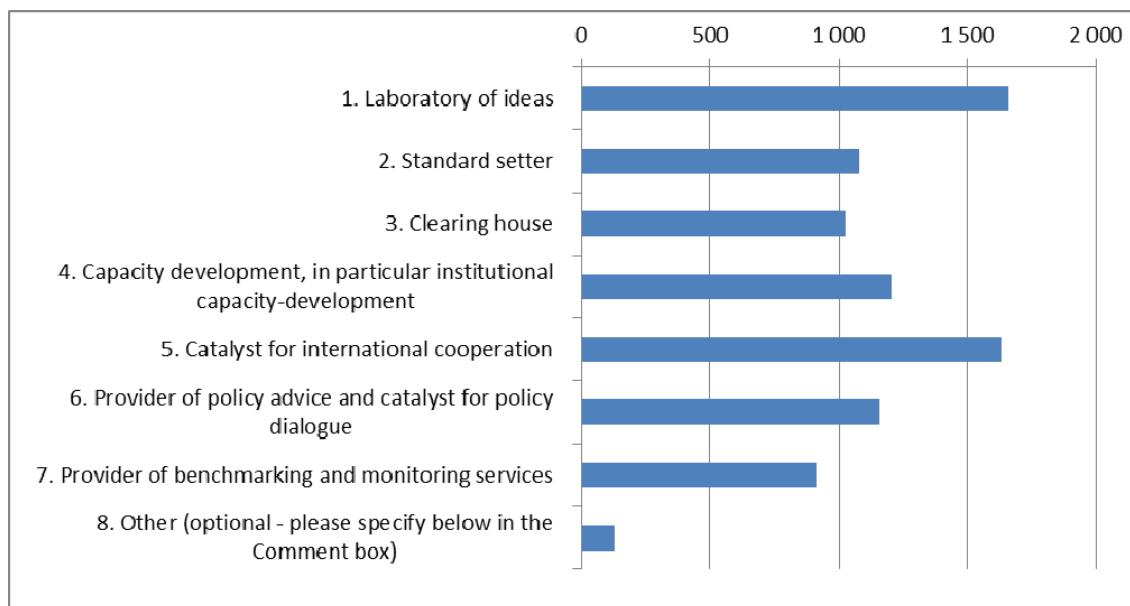
The comments given varied from respondents emphasizing that UNESCO needed to focus and “cannot and should not try to do ‘everything’” to respondents arguing that “UNESCO’s mandate is ‘permissive’ because of its complexity and the interdependence of the issues at stake. Underfunding is the problem, not the complexity... understanding [of which] is the key to realizing long-term, transformational changes”.

Among the issues brought forward to inspire a mission statement for the Organizations are:

- Upholding and systematic defense of human rights and human values;
- Prioritizing the needs of the poorest and most marginalized;
- Realizing women’s empowerment and gender equality;
- Spreading a new humanism;
- Promoting education in all its dimensions;
- Safeguarding world heritage in all its dimensions (tangible, intangible/ cultural and ethical/ spiritual);
- Promoting of peace, harmony, and understanding between nations;
- Enabling youth involvement.

8. UNESCO's Medium-Term Strategy for 2008-2013 defines five functions for UNESCO: laboratory of ideas; standard setter; clearing house; capacity builder in Member States in UNESCO's fields of competence; catalyst for international cooperation. In addition, UNESCO has already been performing the following roles throughout the past Medium-Term period: provider of policy advice and catalyst for policy dialogue; provider of benchmarking and monitoring services. In your view, which of these functions and roles are most relevant for the period 2014-2021? Distribute 100 points amongst the items to indicate their relative relevance. Allocate between 0 and 100 points to each item in multiples of 5 (0, 5, 10, 15,..., 100)

	Total points
1. Laboratory of ideas	1 657
2. Standard setter	1 082
3. Clearing house	1 025
4. Capacity development, in particular institutional capacity-development	1 205
5. Catalyst for international cooperation	1 631
6. Provider of policy advice and catalyst for policy dialogue	1 155
7. Provider of benchmarking and monitoring services	915
8. Other (optional - please specify below in the Comment box)	129



Analysis of comments:

Only a few comments were made in response to this question. They entailed inter alia the following suggestions:

- International cooperation should entail capacity development, policy advice and the development of ideas. Benchmarking and monitoring services will contribute to an evidence base on the effectiveness of UNESCO;

- UNESCO should promote human rights as a main function throughout its areas of competence;
- UNESCO should provide a forum for the discussion of cultural-political matters;
- UNESCO should serve as catalyst for local and regional solutions for development;
- The involvement of NGOs in all of the above is key.

One respondent stressed the need to define functions in more concrete terms in order to facilitate implementation and evaluation.

9. The General Conference requested “to take into consideration the need for a better reflected differentiation and focus of UNESCO’s role and functions at the global, regional and national levels”. In your view, what are UNESCO’s main functions at these different levels? Please rate each item listed below using the scale shown

At the global level						
	Highest importance	Important	Moderately important	Low importance	Not important	Response Count
Laboratory of ideas	62%	29%	8%	1%	0%	77
Standard setter	42%	38%	14%	6%	0%	71
Clearing house	40%	34%	17%	9%	0%	70
Capacity builder in Member States in UNESCO’s fields of competence	34%	38%	18%	8%	2%	65
Catalyst for international cooperation	75%	17%	5%	0%	3%	76
Provider of policy advice and catalyst for policy dialogue	35%	41%	20%	3%	1%	69
Provider of benchmarking and monitoring services	34%	36%	22%	6%	2%	64
Other (optional - please specify below in the Comment box)	33%	33%	33%	0%	0%	3

At the regional level						
	Highest importance	Important	Moderately important	Low importance	Not important	Response Count
Laboratory of ideas	31%	52%	12%	3%	2%	65
Standard setter	10%	34%	31%	20%	5%	59
Clearing house	28%	42%	20%	11%	0%	65
Capacity builder in Member States in UNESCO’s fields of competence	28%	46%	19%	4%	1%	67
Catalyst for international cooperation	41%	36%	19%	2%	3%	64
Provider of policy advice and catalyst for policy dialogue	39%	38%	17%	5%	2%	64
Provider of benchmarking and monitoring services	30%	39%	22%	8%	2%	64
Other (optional - please specify below in the Comment box)	33%	33%	0%	33%	0%	3

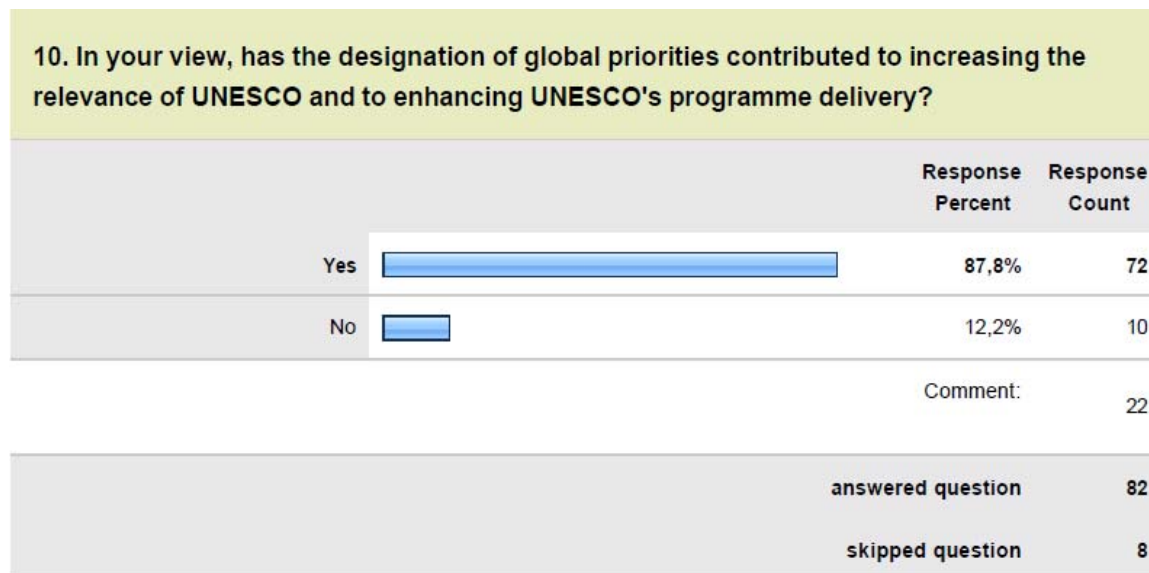
At the country level						
	Highest importance	Important	Moderately important	Low importance	Not important	Response Count
Laboratory of ideas	29%	27%	32%	10%	3%	63
Standard setter	15%	21%	32%	23%	10%	62
Clearing house	21%	27%	37%	13%	3%	63
Capacity builder in Member States in UNESCO’s fields of competence	39%	30%	23%	5%	3%	66

Catalyst for international cooperation	26%	36%	30%	5%	3%	61
Provider of policy advice and catalyst for policy dialogue	37%	32%	21%	6%	3%	62
Provider of benchmarking and monitoring services	31%	34%	19%	10%	5%	58
Other (optional - please specify below in the Comment box)	67%	0%	33%	0%	0%	3

		Question Totals
		Comments: 9
		answered question 80
		skipped question 10

Analysis of comments:



The comments made under this question are largely identical to the responses given to the preceding question 8. With respect to the differentiation of functions at the global, regional and country levels, one respondent underlined that the global level was primarily relevant for building the Organization's visibility, whereas the regional and country levels were key for implementation, including in partnership with NGOs.



Analysis of comments:

The majority of respondents felt that the designation of global priorities had indeed helped increasing the relevance of UNESCO. They stated that the designation of global priorities had in particular facilitated the communication of UNESCO's action to other partners, advocacy, and visibility of the issues designated as priorities. One respondent cautioned that it was important to identify clear short-term objectives to enable effective monitoring of the progress made towards the achievement of the global priorities. One other respondent stressed that more cross-sectoral cooperation (including through staff attribution) was needed to deliver effectively on the global priorities.



11. Should UNESCO maintain the practice of designating global priorities in its Medium-Term Strategy for 2014-2021?

		Response Percent	Response Count
Yes		94,4%	85
No		5,6%	5
	Comment:		23
answered question			90
skipped question			0

Analysis of comments:

The majority of respondents felt that UNESCO should indeed maintain the practice of designating global priorities, in particular for the sake of programme prioritization, clarity of communication/advocacy, and increased visibility. Several respondents stated that the number of global priorities should not be increased in the future. One respondent cautioned that better understanding of what each global priority entailed was needed, together with the specification of clear objectives for each global priority.

12. If you responded "yes" to the question above, should UNESCO continue with the same two global priorities during the period 2014-2021 (Africa; Gender Equality)?

		Response Percent	Response Count
Yes		63,1%	53
No		36,9%	31
	Comment:		28
answered question			84
skipped question			6

Analysis of comments:

The majority of respondents are in favor of continuing with the same two global priorities. Among the respondents who wanted the Organization to change the designation of its priorities, several

supported the continued designation of priority “gender equality” and/or encouraged the Organization to move away from the designation of a regional priority such as “Africa”, inter alia as this regional scope did not do justice to the diversity of situations in the African region. Others were however in favor of maintaining priority Africa. One respondent suggested that priority Africa could better be approached through a general focus on sustainable development.

One respondent stressed that all decisions on the future designation of global priorities should be based on/ informed by an evaluation of tangible results achieved so far.

13. Which other area/s would you suggest as global priority?	
	Response Count
	69
answered question	69
skipped question	21

Analysis of comments:



A wealth of issues was suggested in response to this question.

One cluster of answers revolved around peace and peace-related issues, such as culture of peace, peace education, peace and non-violence.

Other responses were sector-specific, with a considerable number of respondents suggesting education-related topics such as education for girls and women, literacy for all, inclusive education, access to education, education for sustainable development, higher education, life-long learning, etc. Environmental issues, including climate change, as well as water sciences/ oceans, were also proposed by some as a global priority for UNESCO.

Several respondents proposed youth empowerment and inclusion. Other proposals included the promotion of diversity in all its aspects (religious, cultural, linguistic, social); the promotion of human rights for all; combating inequalities, marginalization and exclusion; inclusive growth.

14. Should UNESCO continue to identify priority groups (youth, Least Developed Countries, Small Island Developing States, disadvantaged and excluded groups as well as the most vulnerable segments of society, including indigenous peoples) and areas for its overall programme?

		Response Percent	Response Count
Yes		84,4%	76
No		15,6%	14
If yes, what would be your suggestion:			51
answered question			90
skipped question			0

Analysis of comments:

The majority of respondents opted for continuing the designation of priority groups; which should be developed through consultative and participatory approaches to policy-making. A rather large number of respondents suggested to designate “youth” as a priority group, others suggested “women and girls”, some suggested “elderly people”; “minorities”; “indigenous people”. Many respondents felt that the “vulnerable, excluded, marginalized, and/ or disadvantaged” should be a priority group of UNESCO.

One respondent cautioned against the designation of geographical groups which would result in vast generalizations. One respondent emphasized that the designation of priority groups should be based on an assessment and evaluation of the tangible results achieved so far.

15. The 2008-2013 Medium-Term Strategy (34 C/4) contained five overarching objectives, cast in an intersectoral manner: • attaining quality education for all and lifelong learning; • mobilizing science, knowledge and policy for sustainable development; • addressing emerging social and ethical challenges; • fostering cultural diversity, intercultural dialogue and a culture of peace; • building inclusive knowledge societies through information and communication. By resolution 36 C/1, UNESCO's General Conference requested to "carefully consider the possibility of reducing the number of overarching objectives with a view to sharpening the strategic focus and enhancing intersectorality". In light of this request, please propose 3-4 intersectoral overarching objectives for the next Medium-Term Strategy.

	Response Count
	79
answered question	79
skipped question	11

Analysis of comments:

While some respondents felt that the five overarching objectives contained in the 34 C/4 remained still valid, the large majority of respondents advanced concrete suggestions containing a formulation of three (less so four) overarching objectives. For instance, the following proposals were made:

- 1) Attaining quality education for all and lifelong learning; 2) Mobilizing science, knowledge and policy for sustainable development; 3) Fostering cultural diversity, intercultural dialogue and a culture of peace. – Several respondents suggested this formulation or slightly modified versions thereof. Some respondents added to these three objectives “Addressing emerging social and ethical challenges”, including with reference to gender equality and women’s empowerment and youth empowerment, or “Building inclusive knowledge societies through communication and information”.
- 1) Building of peace through the elimination of extreme poverty; 2) Effective participation of vulnerable groups in UNESCO’s programmes; 3) Ensure quality education for all and lifelong learning. – Another respondent suggested an overarching objective related to the participation of national and regional groups to fight against social injustice.
- A single transversal priority consisting in the “promotion of religious, cultural, linguistic and social diversity to strengthen democracy, social cohesion, and a culture of peace.”
- Etc. (see annex for a full list of proposals made).

16. UNESCO relies on a variety of delivery mechanisms – including Category 1 Institutes and Centres, International/intergovernmental programmes, Category 2 institutes and Centres, UNESCO Chairs, networks, etc. Which of them, in your view, will be relevant implementation modalities during the 2014-2021 period? Please rate each item listed below using the scale shown.

	Very relevant	Relevant	Moderately relevant	Of little relevance	Not relevant	Response Count
Category 1 Institutes	51,4% (36)	40,0% (28)	7,1% (5)	1,4% (1)	0,0% (0)	70
Category 2 institutes and Centres	36,8% (25)	44,1% (30)	17,6% (12)	1,5% (1)	0,0% (0)	68
International/intergovernmental programmes	67,6% (50)	24,3% (18)	8,1% (6)	0,0% (0)	0,0% (0)	74
UNESCO Chairs (UNITWIN)	27,4% (20)	45,2% (33)	24,7% (18)	2,7% (2)	0,0% (0)	73
ASPnet schools	26,8% (19)	45,1% (32)	19,7% (14)	8,5% (6)	0,0% (0)	71
Other (optional - please specify below in the Comment box)	72,7% (8)	27,3% (3)	0,0% (0)	0,0% (0)	0,0% (0)	11
					Comment:	22
					answered question	76
					skipped question	14

Analysis of comments:

Most respondents stressed in their comments the need for UNESCO to collaborate closely with non-governmental organizations/ civil society partners which was in the opinion of some an underutilized mechanism. In particular, umbrella organizations, as provider of coherent programmes building on their ongoing cooperation with many national and regional NGOs, should be involved better in UNESCO partnerships. Some respondents encouraged UNESCO to make better use of National Commissions, as well as ASPnet schools, including in order to spread the Organization’s ideas among youth.

One respondent stated that the above-mentioned options should be seen as “cooperation” mechanisms rather than as “delivery” mechanisms.

17. What are the key challenges to UNESCO's operational effectiveness which should find a response during the 2014-2021 period? Please rate each item listed below using the scale shown.

	Extreme challenge	A challenge	Moderate challenge	Minimal challenge	Not a challenge	Response Count
Securing adequate level of regular programme resources	66,3% (55)	26,5% (22)	7,2% (6)	0,0% (0)	0,0% (0)	83
Mobilising sufficient complementary extrabudgetary resources	45,2% (38)	44,0% (37)	9,5% (8)	1,2% (1)	0,0% (0)	84
Adapting human resources policies and strategies	26,3% (21)	48,8% (39)	23,8% (19)	1,3% (1)	0,0% (0)	80
Enhancing the effectiveness of UNESCO's field presence	40,2% (33)	36,6% (30)	13,4% (11)	8,5% (7)	1,2% (1)	82
Unclear delineation of responsibilities between Headquarters and the Field	16,3% (13)	32,5% (26)	36,3% (29)	10,0% (8)	5,0% (4)	80
Other (optional - please specify below in the Comment box)	71,4% (5)	28,6% (2)	0,0% (0)	0,0% (0)	0,0% (0)	7
					Comment:	20
					answered question	86
					skipped question	4

Analysis of comments:

Many respondents identified the current global financial situation and the related funding constraints as a key challenge for the Organization. Other challenges mentioned included employing high quality personnel with expertise in UNESCO's areas of competence; effective information flows between Headquarters and the Field; programme duplication with other UN organizations. One respondent identified as challenge the ongoing assessments by some bilateral cooperation agencies which evaluated UNESCO primarily/ solely against the criteria of aid delivery, which might not do justice to the Organization. Another respondent identified "unwillingness to promote UNESCO policy in member states" as a challenge and concluded that "UNESCO should be bolder". Specifically in relation to NGOs, one respondent suggested that UNESCO organize NGOs maintaining relations with UNESCO into effective groups of cooperation based on their fields of competence.

18. As a member of the UN Development Group (UNDG), UNESCO is committed to being present in some 40% of UN programme countries. In the period 2014-2021, how can UNESCO improve delivery at regional and country levels through its Field network?

	Response Count
	40
answered question	40
skipped question	50

Analysis of comments:

A large number of respondents felt that UNESCO could best improve delivery at regional and country levels through enhanced partnership with NGOs and civil society actors. One respondent specified that UNESCO should support civil society organizations to organize in clusters/ platforms in each country and to strengthen skills in strategic and programme development. It was mentioned that UNESCO could improve coordination between Headquarters and its National Commissions, and ensure that National Commissions are adequately funded. Several respondents proposed that the staff of UNESCO Field Offices be reinforced. Other respondents stressed that improved monitoring and evaluation of delivery impact, as well as increased visibility, would be important factors in enhancing delivery for UNESCO.

19. With whom should UNESCO develop new partnerships in the 2014-2021 as a priority? Please rate each item listed below using the scale shown.

	Highest importance	Important	Moderately important	Low importance	Not important	Response Count
1. UN system and other intergovernmental organisations	61,9% (52)	32,1% (27)	6,0% (5)	0,0% (0)	0,0% (0)	84
2. International finance institutions, including regional development banks	36,9% (31)	38,1% (32)	20,2% (17)	4,8% (4)	0,0% (0)	84
3. National organisations and entities	25,9% (21)	56,8% (46)	14,8% (12)	2,5% (2)	0,0% (0)	81
4. Private sector entities	10,8% (9)	57,8% (48)	24,1% (20)	6,0% (5)	1,2% (1)	83
5. Global, regional and national non-governmental organisations	83,0% (73)	15,9% (14)	0,0% (0)	1,1% (1)	0,0% (0)	88
6. Civil society organisations	54,8% (46)	35,7% (30)	6,0% (5)	3,6% (3)	0,0% (0)	84
7. Local and municipal authorities, and local communities	12,2% (10)	40,2% (33)	31,7% (26)	9,8% (8)	6,1% (5)	82
8. Academic institutions	29,8% (25)	44,0% (37)	26,2% (22)	0,0% (0)	0,0% (0)	84
9. Media entities	23,5% (20)	44,7% (38)	27,1% (23)	4,7% (4)	0,0% (0)	85
10. Eminent personalities/goodwill ambassadors	15,7% (13)	30,1% (25)	39,8% (33)	14,5% (12)	0,0% (0)	83
11. Other (optional - please specify below in the Comment box)	75,0% (3)	25,0% (1)	0,0% (0)	0,0% (0)	0,0% (0)	4
					Comment:	15
					answered question	89
					skipped question	1

Analysis of comments:

Several respondents suggested that UNESCO should strengthen successful existing partnerships, emphasizing the development of “stronger” rather than “new” partnerships. With regard to partnerships with NGOs – the importance of which was stressed by many – it was proposed that UNESCO reinforce its collaboration with highly representative international NGOs, making use of their worldwide network of civil society organizations and academic institutions in order to enhance the impact of UNESCO action at the global, regional and country levels.

One respondent underlined that while new partnerships would be valuable, they would need to be based on a clear strategy. Several respondents mentioned the importance for UNESCO to partner with media, including for increased visibility.

20. National Commissions for UNESCO exist in all Member States and in some Associate Members. Please rate the options below for enhancing cooperation between UNESCO and National Commissions using the scale shown.

	Highest importance	Important	Moderately important	Low importance	Not important	Response Count
1. Enhanced capacity development of National Commissions	51,3% (39)	39,5% (30)	9,2% (7)	0,0% (0)	0,0% (0)	76
2. Enhanced consultations with UNESCO Secretariat on programme priorities at country level	37,5% (27)	51,4% (37)	11,1% (8)	0,0% (0)	0,0% (0)	72
3. Joint work on visibility of UNESCO at the country level	58,1% (43)	31,1% (23)	9,5% (7)	1,4% (1)	0,0% (0)	74
4. South-South and North-South-South cooperation between National Commissions	20,8% (16)	55,8% (43)	20,8% (16)	2,6% (2)	0,0% (0)	77
5. A higher resource allocation from the national government to the National Commissions	36,6% (26)	49,3% (35)	12,7% (9)	1,4% (1)	0,0% (0)	71
6. Greater involvement of National Commissions in UNESCO decision-making processes	32,9% (25)	44,7% (34)	18,4% (14)	2,6% (2)	1,3% (1)	76
7. Other (optional - please specify below in the Comment box)	55,6% (5)	44,4% (4)	0,0% (0)	0,0% (0)	0,0% (0)	9
					Comment:	24
					answered question	79
					skipped question	11

Analysis of comments:

Most respondents suggested in their comments that increased involvement of, and better cooperation with, NGOs in the work of National Commissions would be an important step towards enhancing collaboration between UNESCO and National Commissions. This applied in particular to NGOs maintaining official relations with UNESCO. Better reciprocal knowledge between National Commissions and NGOs was also identified as a key success factor.

21. What are the main advantages for UNESCO in developing partnerships with the UN system and with other organizations? Please rate each item listed below using the scale shown.

	Highest importance	Important	Moderately important	Low importance	Not important	Response Count
Mobilizing additional financial resources	45,7% (37)	46,9% (38)	6,2% (5)	1,2% (1)	0,0% (0)	81
Accessing specialized skills, knowledge and innovation	57,1% (48)	38,1% (32)	2,4% (2)	1,2% (1)	1,2% (1)	84
Receiving technical advice and assistance	34,6% (28)	49,4% (40)	13,6% (11)	2,5% (2)	0,0% (0)	81
Joint advocacy	53,1% (43)	39,5% (32)	7,4% (6)	0,0% (0)	0,0% (0)	81
Joint project implementation	53,8% (43)	41,3% (33)	3,8% (3)	1,3% (1)	0,0% (0)	80
Synergies with other stakeholders in UNESCO's fields	53,2% (42)	40,5% (32)	5,1% (4)	1,3% (1)	0,0% (0)	79
Increase in outreach and visibility	57,7% (41)	35,2% (25)	5,6% (4)	1,4% (1)	0,0% (0)	71
					Comment:	10
					answered question	84
					skipped question	6

Analysis of comments:

Respondents underlined that developing partnerships and cooperating with UN system organizations, and other organizations, in particular NGOs, must be considered as a major modality for UNESCO's action. It was stressed that cooperation needed to be based on the recognition of UNESCO's leading role in its areas of competence. Respondents stated that while every advantage listed above was of great importance, UNESCO would have to make a strategic decision as to which advantages it wished to focus on in collaborating with a specific partner.

22. In what thematic areas could the cooperation of UNESCO with NGOs be strengthened so as to contribute to the Organization's mission, objectives and priorities?

	Response Count
	80
answered question	80
skipped question	10

Analysis of comments:

A large number of proposals was made in response to this question, comprising all fields of competence of UNESCO. Several respondents stressed that cooperation with NGOs overall should be strengthened, including through intersectoral approaches.

Among the proposals made are:

- EFA, education for sustainable development, quality education for all, lifelong learning, education of girls and women, education for peace and non-violence, arts education, science education. It was added that education partnerships should especially involve NGOs dealing with marginalized groups.
- Mobilizing science, knowledge and policy for sustainable development, water, using science and technology to meet societal needs, research and capacity development in disaster risk reduction.
- Human rights, including gender equality and women's empowerment, social inclusion, ethics.
- Intercultural dialogue and understanding, culture and development, cultural diversity, access to culture for all.
- Etc.

Youth empowerment and mobilization was proposed by many respondents as a priority cross-sectoral area for cooperation. One respondent suggested that cooperation between NGOs and UNESCO should primarily be in the implementation of joint projects.

23. How could NGOs be more closely associated with UNESCO's activities and programmes at global, regional and country levels? Member States and NGOs are invited to fill in the respective boxes.

answered question	84
skipped question	6

Analysis of comments:

Several respondents expressed appreciation that NGOs were consulted on the preparation of the 37 C/4 and 37 C/5 through this questionnaire. Consultation, including for policy formulation, innovative approaches, and expert advice, was seen as a key modality for involvement of NGOs at all levels. In order to be more closely associated, NGO respondents suggested the following:

- At the country level: closer collaboration with UNESCO National Commissions. It was suggested that UNESCO should make more use of the national branches of international NGOs for effective collaboration at country levels, and use the established NGO networks at national levels.
- At the regional level: increased contact with UNESCO regional offices.
- At the global level: closer involvement of NGOs in programme planning; increasing presence of NGOs in technical meetings and seminars, including decision-making organs, where appropriate.

Some respondents made various proposals around improved communication/ information-sharing communication as a key factor for closer involvement of NGOs, e.g. through social media; an online calendar of planned events; a searchable project database online in which NGOs could identify entry points for collaboration; regular briefings; newsletters, etc.

24. How could NGOs help improve the participation of civil society in UNESCO's programmes, the communication of UNESCO's objectives and programme priorities to the public at large at different levels? Member States and NGOs are invited to fill in the respective box.

answered question	79
skipped question	11

Analysis of comments:

The answers to question 23 apply here as well. Many respondents emphasized that UNESCO should use the established national and local networks of NGOs on the ground to reach out to the grassroots level, and to involve civil society stakeholders for consultation, joint project planning and joint implementation, where applicable. The value of close interaction with youth, e.g. through schools, was highlighted in particular.

It was also stressed that NGOs have an important role to play in the dissemination of information about UNESCO's objectives and programme priorities to civil society. In this regards, good practises were highlighted such as the publication of articles and thinkpieces about UNESCO activities, and inclusion of thematically relevant UNESCO-related news in print or in online newsletters of NGOs.

25. To be answered only by international/intergovernmental organizations. How could UNESCO enhance its coordinating role in area(s) you are also active in? Please list these areas and complete the table below.

**Response
Count**

42

answered question 42

skipped question 48

N/A

26. To be answered only by international/intergovernmental organizations. How could UNESCO in its new eight-year Medium-Term Strategy enhance its partnership with your organization, bringing about synergies, improved results attainment and country level implementation?

	Response Count
	43
answered question	43
skipped question	47

N/A

27. In what areas could the cooperation of UNESCO with the private sector be strengthened so as to contribute to the Organization's mission, objectives and priorities?

answered question	59
skipped question	31

Analysis of comments :

In terms of possible areas of cooperation, respondents made a wide range of suggestions, covering all areas of competence of the Organization. Among their suggestions were:

- Eductaion For All; quality eduction; ICTs for education; life long learning;
- Water issues; climate change;
- Cultur of peace; Ethics and human rights;
- Culture; in patrticular arts and crafts promotion;
- Information technologies; in particular dissemination of educational content over mobile phones.

It was highlighted that collaboration should take place at the planning and funding stage, but could also extend to collaborative implementation of UNESCO's activities, including with the involvement of NGOs.

Several respondents stressed that while collaboration with the private sector was important, UNESCO needed to be mindful to avoid a 'commercialization' of its approach and action.

28. Do you have any additional comment concerning the next Medium-Term Strategy for 2014-2021? (optional)

	Response Count
	32
answered question	32
skipped question	58

Analysis of comments :

Several respondents underlined the criticality of the upcoming medium-term period, which goes beyond the 2015 timeline of many internationally agreed development goals, including the MDGs, and must hence strive to meaningfully contribute to a post-2015 global development agenda, taking into account the wide-ranging changes the world is faced with today. All efforts should be informed by the lessons learned and experiences made with implementing the MDG agenda.

While the continued relevance and pertinence of UNESCO was emphasized, it was recommended also that UNESCO should in its next Medium-Term Strategy focus on the areas where the Organization could most effectively make a difference, championing an intersectoral approach, drawing more on partnerships (in particular with NGOs), and trying to improve the Organization's visibility.

One respondent stressed that for 2014-2021, a substantial think tank effort was needed to modernize the understanding of key components of human development and its cultural components, including a more nuanced understanding of poverty, and drawing stronger on voices from the South in terms of real-life solutions people have found to address development challenges.