



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 from
international non-governmental organizations (NGOs) to the
questionnaire on the 37 C/5**

General comments







79 replies to the questionnaire on the Draft Programme and Budget for 2014-2017 (37 C/5) were received from International Non-Governmental Organizations (NGOs).

4. The current C/5 Programme and Budget document is structured according to five Major Programmes and six Intersectoral Platforms. Do you favour maintaining this structure?

		Response Percent	Response Count
Yes		54,5%	42
No		38,4%	28
Do not know		9,1%	7
	Comment:		19
answered question			77
skipped question			2

Analysis of comments: While more than half of the respondents expressed themselves in favor of maintaining the actual structure (54,5%), describing it as one “easy to understand”, something everybody is “accustomed to” and corresponding to UNESCO’s objectives, many welcomed the opening of debate concerning the six intersectoral platforms. While some respondents proposed to integrate some of them into the five major programmes, others suggested that the platforms’ number should be reduced from six to three so as to sharpen UNESCO’s focus.

5. If the answer to question 4 is no, please indicate your preference for the structure of the 37 C/5 from the list below (multiple choices possible):

		Response Percent	Response Count
1. Reduction in the number of Major Programmes		56,7%	17
2. Increase in the number of Major Programmes		10,0%	3
3. Increase in the weight of Intersectoral Platforms (v. Major Programmes)		20,0%	6
4. Reduction of the weight of Intersectoral Platforms (v. Major Programmes)		38,7%	11
5. Elimination of Intersectoral Platforms (operating through Major Programmes only)		23,3%	7
6. Elimination of both Major Programmes and Intersectoral Platforms, focusing instead on interdisciplinary thematic areas		10,0%	3
	Comment:		17
		answered question	30
		skipped question	49

Analysis of comments: A range of suggestions was offered, from proposing a “landscape approach” - a platform targeting the intersection between culture, nature and economy to increasing the focus on interdisciplinary thematic areas.

6. In its 36 C/5, UNESCO works through six Intersectoral Platforms: Intersectoral platform for a culture of peace and non-violence; Intersectoral platform on UNESCO's contribution to climate change mitigation and adaptation; Intersectoral platform on UNESCO's contribution to the fight against HIV and AIDS; Intersectoral platform on UNESCO's support to countries in post-conflict and post-disaster (PCPD) situations; Intersectoral platform on UNESCO's contribution to the Mauritius Strategy for the further implementation of the 1994 Barbados Programme of Action for the Sustainable Development of Small Island Developing States (SIDS); Intersectoral platform on priority Africa and its implementation by UNESCO. Please indicate in the table below which of these Intersectoral Platforms should be retained.

	No	Yes	Yes, if modified	Do not know	Response Count
Intersectoral platform for a culture of peace and non-violence	4,1% (3)	87,8% (65)	5,4% (4)	2,7% (2)	74
Intersectoral platform on UNESCO's contribution to climate change mitigation and adaptation	9,8% (7)	64,4% (47)	13,7% (10)	12,3% (9)	73
Intersectoral platform on UNESCO's contribution to the fight against HIV and AIDS	24,7% (18)	50,7% (37)	13,7% (10)	11,0% (8)	73
Intersectoral platform on UNESCO's support to countries in post-conflict and post-disaster (PCPD) situations	6,8% (5)	74,0% (54)	5,5% (4)	13,7% (10)	73
Intersectoral platform on UNESCO's contribution to the Mauritius Strategy for the further implementation of the 1994 Barbados Programme of Action for the Sustainable Development of Small Island Developing States (SIDS)	14,3% (10)	17,1% (12)	20,0% (14)	48,6% (34)	70
Intersectoral platform on priority Africa and its implementation by UNESCO	9,7% (7)	65,3% (47)	22,2% (16)	2,8% (2)	72
				Comment:	21
				answered question	76
				skipped question	3

Analysis of comments: Some respondents considered the number of intersectoral platforms too high, and their achievements not visible and known enough.




Many respondents underlined the importance of the intersectoral platforms for a culture of peace and non-violence (87,8%) and on UNESCO's support to countries in post-conflict and post-disaster situations (74%). The majority of comments concerned the intersectoral platform on priority Africa, which was felt to be too general in its formulation. Some respondents considered that this priority should be reflected throughout UNESCO's programme and not necessarily have a dedicated intersectoral platform. Other respondents felt that some of the platforms overlapped with the mandate of other international organizations, e.g. IP on UNESCO's contribution to the fight against HIV and AIDS, which was considered to fall under the responsibility of other organizations, such as UNAIDS or WHO.

7. Is there any other topic/s and theme/s which, in your view, should best be pursued in an intersectoral manner by UNESCO? Please list these below:

answered question	53
skipped question	26




Analysis of comments: The majority of respondents proposed youth (youth empowerment, youth social and political participation and leadership), education and gender equality as the themes to be pursued in an intersectoral manner. Other suggestions included, sustainable development, history of humanity, global governance, ethics and values, family, assistance to civil society, IT, audio-visual techniques and senior citizens, poverty and unrestricted access to knowledge.

8. Would you like the 37 C/5 to identify for each Major Programme a limited number of priority programmes or thematic areas which should then benefit from the major part of resources approved for each Major Programme ?

		Response Percent	Response Count
Yes		84,6%	66
No		5,1%	4
Do not know		10,3%	8
	Comment:		15
	answered question		78
	skipped question		1




Analysis of comments: Respondents overwhelmingly responded positively to this question (84,6%), suggesting that such an initiative would enhance the focus and efficiency of UNESCO's work. Also, the designation of a limited number of priority programmes was seen as leading to improved programme implementation and resource management. Some respondents warned against the danger of dispersed activities.

9. Would you agree that, once included in the 37 C/5, each programme will only be designed for a duration of four years and must be reviewed before continuation in a subsequent C/5 (sunset clause)?

		Response Percent	Response Count
Yes		81,6%	62
No		9,2%	7
Do not know		9,2%	7
Comment:			23
answered question			76
skipped question			3

Analysis of comments: A Majority of respondents expressed their support (81,6%) underlying the need for constant evaluation and monitoring of programmes. Other respondents felt that ending some programmes suddenly would diminish their impact and value. Many respondents suggested a “review of the programmes according to the results and also to the priorities of the historical moment”, excluding the termination of the programmes deemed essential. One respondent felt that given “a higher mission of UNESCO”, an excessive focus on timetables would jeopardize the purpose of the Organization.

10. Should the 37 C/5 concentrate the major part of its resources to the benefit of countries that are most in need or furthest away from the realization of IADGs/MDGs?

		Response Percent	Response Count
Yes		71,8%	56
No		16,7%	13
Do not know		11,5%	9
Comment:			26
answered question			78
skipped question			1

Analysis of comments: Some respondents argued that UNESCO can attain its main objectives only by correctly identifying priorities and supporting the countries most in need, others underscored the need for monitoring and constant readjustment. Some respondents underlined the fact that “UNESCO must remain global and international and not become a development agency.” One respondent considered that UNESCO’s real strength is “the increase and stimulation of cooperation where most needed” rather than financial support. Most respondents considered that UNESCO should maintain a careful balance between activities of a global nature and those benefiting specific groups of countries.

11. How can UNESCO enhance its relevance and impact at the country level? Please rate each item listed below using the scale shown.

	Highest importance	Important	Moderately important	Low importance	Not important	Response Count
1. Enhance quality and timing of delivery	45,7% (32)	42,9% (30)	10,0% (7)	1,4% (1)	0,0% (0)	70
2. Develop more joint programmes with other UN system organizations and regional development banks	35,7% (25)	47,1% (33)	14,3% (10)	2,9% (2)	0,0% (0)	70
3. Enhance the participation in UNCT activities, including inter-agency coordination mechanisms	23,9% (18)	55,2% (37)	19,4% (13)	1,5% (1)	0,0% (0)	67
4. Develop more synergies with bilateral donors	21,7% (15)	50,7% (35)	20,3% (14)	7,2% (5)	0,0% (0)	69
5. Improve collaboration with NGOs	86,7% (65)	13,3% (10)	0,0% (0)	0,0% (0)	0,0% (0)	75
6. Improve collaboration with National Commissions	56,8% (42)	36,5% (27)	6,8% (5)	0,0% (0)	0,0% (0)	74
7. Collaborate with relevant professional associations	32,4% (24)	54,1% (40)	12,2% (9)	1,4% (1)	0,0% (0)	74
8. Engage with other partners	20,0% (13)	38,5% (25)	32,3% (21)	4,6% (3)	4,6% (3)	65
9. Other (please specify below in the Comment box)	66,7% (4)	0,0% (0)	0,0% (0)	0,0% (0)	33,3% (2)	6
					Comment:	15
					answered question	76
					skipped question	3

Analysis of comments: Most of the items listed were considered relevant to increase UNESCO's impact at the country level, with a special emphasis put on the improvement of collaboration with NGOs. A number of additional suggestions were made to improve UNESCO's relevance and impact, such as: increasing the cooperation with universities and other institutions of higher education, strengthening partnerships with the civil society, intellectual circles and scientific community. Many emphasized the importance for UNESCO to build better communication and information systems at country level to enhance visibility.

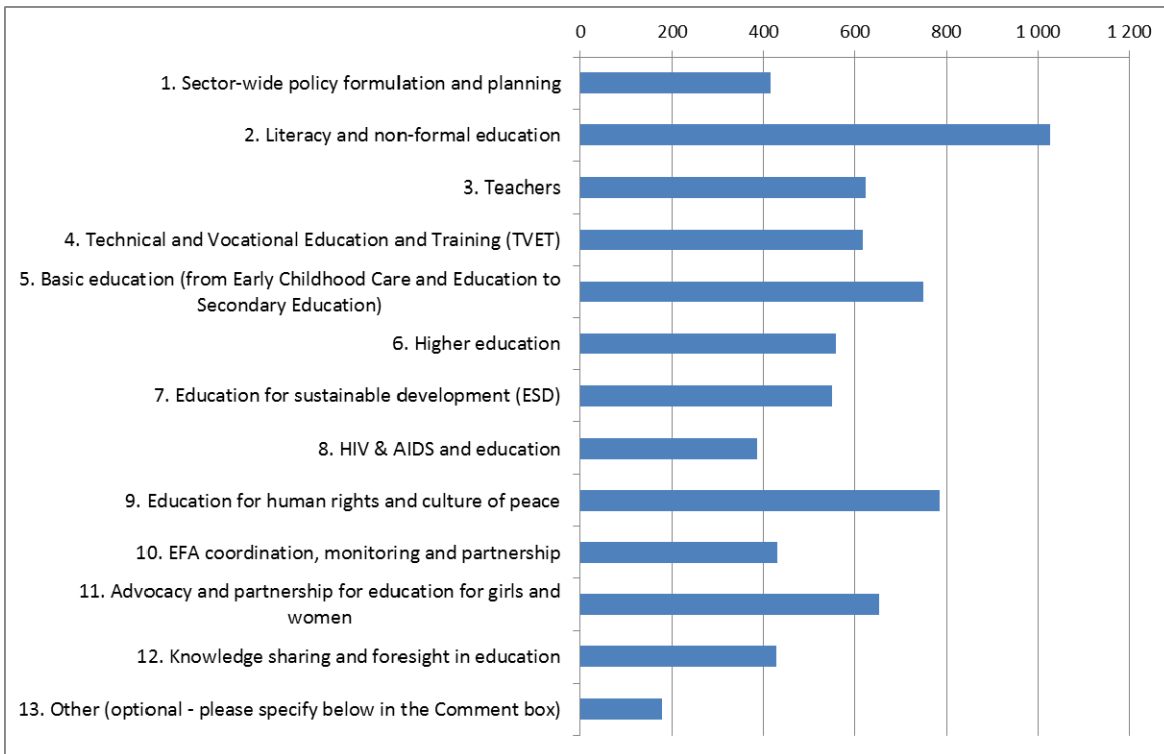
12. Do you have any suggestion as to how category II institutes and centres could most effectively contribute to the attainment of sectoral priorities and the objectives of Intersectoral Platforms? (optional)

	Response Count
	23
answered question	23
skipped question	56

Analysis of comments: Although many respondents chose not to answer this question, those who did, pointed to the need to improve the sharing of information about the work of category II centres and institutes and to foster their cooperation with NGOs working in the same field. Another respondent felt that the number of category II institutes and centres was too high and felt that the secretariat should improve the management of relationships with these centres.

13. In the current 36 C/5, Major Programme I (Education) covers a range of substantive areas, which are listed below. Based thereon, the Sector has identified four priority areas: sector-wide policy and planning; literacy, teachers; technical and vocational education and training (TVET). In your view, what level of priority should UNESCO give to each of these thematic areas in the upcoming 37 C/5 period (2014-2017)? Are there other priority themes which you would like to see addressed in the field of education? Distribute a total of 100 points amongst the items to indicate their relative priority, allocating between 0 and 100 points to each item in multiples of 5 (0, 5, 10, 15, ..., 100).

	Total points
1. Sector-wide policy formulation and planning	415
2. Literacy and non-formal education	1 027
3. Teachers	625
4. Technical and Vocational Education and Training (TVET)	617
5. Basic education (from Early Childhood Care and Education to Secondary Education)	748
6. Higher education	558
7. Education for sustainable development (ESD)	551
8. HIV & AIDS and education	385
9. Education for human rights and culture of peace	784
10. EFA coordination, monitoring and partnership	430
11. Advocacy and partnership for education for girls and women	654
12. Knowledge sharing and foresight in education	429
13. Other (optional - please specify below in the Comment box)	176






Analysis of comments: The proposals put forward were varied, including Education, Science et Technology for the development of Africa to fostering open, online and distance learning; arts education, education for intercultural dialogue, early childhood education, EFA, education for human rights and unrestricted and access to education for women. One respondent emphasized the importance of a holistic approach and warned against an approach exclusively focusing on vulnerable groups that could marginalize UNESCO's work.

14. Please list below the thematic area(s) or programme(s) which should in your view be discontinued or phased out during the 2014-2017 period. (optional)	
answered question	21
skipped question	58

Analysis of comments: Many respondents proposed the discontinuation of the intersectoral platform on UNESCO's contribution to the fight against HIV and AIDS, others mentioned higher education, technical and vocational education and training, sector-wide policy formulation and planning.

15. UNESCO is responsible for nine international Conventions in the area of Education (e.g. the 1960 Convention on Discrimination in Education) and seven international Recommendations. In your view, should UNESCO reinforce and expand its normative activities and agenda in the area of education?

		Response Percent	Response Count
Yes		57,1%	40
No		27,1%	19
Do not know		15,7%	11
	Comment:		23
	answered question		70
	skipped question		9




Analysis of comments: A majority of respondents expressed support for UNESCO's normative work, stressing the importance of ratification and effective implementation of the existing normative and legal instruments.

16. If the response to the question above is yes, how would you suggest that UNESCO could improve its work in the normative areas?

	Response Count
	33
answered question	33
skipped question	46

Analysis of comments: Most respondents mentioned the monitoring of implementation of conventions, active advocacy for the ratification of conventions, sharing of best practices and improved communication with NGOs. One respondent suggested that UNESCO should issue a "critical analysis of the obstacles to the implementation of the Conventions and Recommendations".

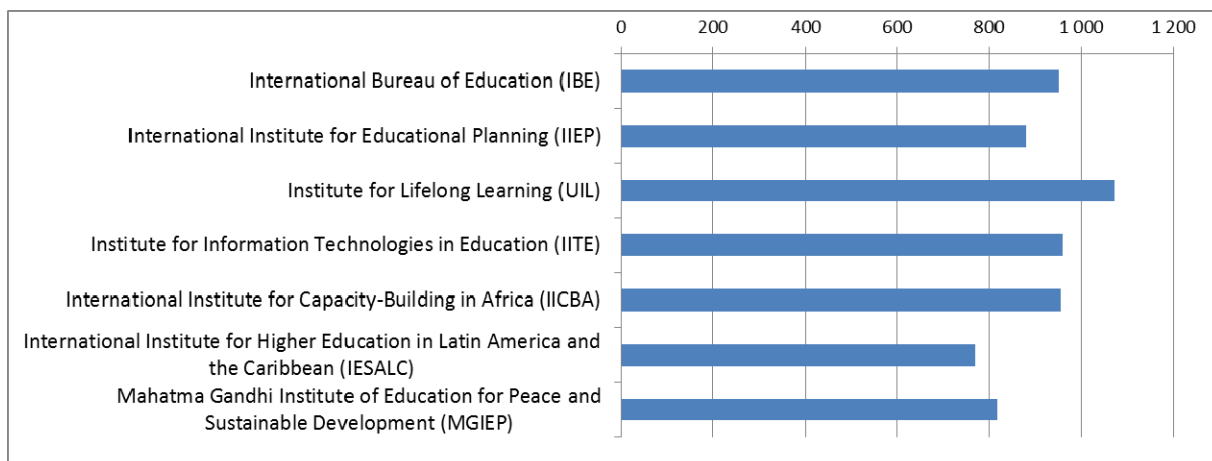
17. Major Programme I currently prioritizes its country-level interventions in priority countries that are most in need and furthest away from reaching EFA/MDG goals. Should the principle of prioritizing countries be maintained in 2014-2017?

		Response Percent	Response Count
Yes		79,5%	58
No		8,2%	6
Do not know		12,3%	9
Comment:			19
answered question			73
skipped question			6

Analysis of comments: The majority of respondents agreed that prioritization on the basis of the attainment of EFA/MDG goals is fair and can lead to a balance between countries. However, one respondent pointed out that UNESCO “is an instrument of international cooperation and not a funding agency” and that “priority should not mean exclusivity.” Another respondent felt that if EFA/MDG goals “become perceived as something just for low income countries, they lose their cutting-edge.”

18. Which of the following education institutes (category 1) should UNESCO give priority to, in the 2014-2017 period? Distribute a total of 100 points amongst the Institutes to indicate their relative priority. Allocate between 0 and 100 points to each in multiples of 5 (0, 5, 10, 15, ..., 100).

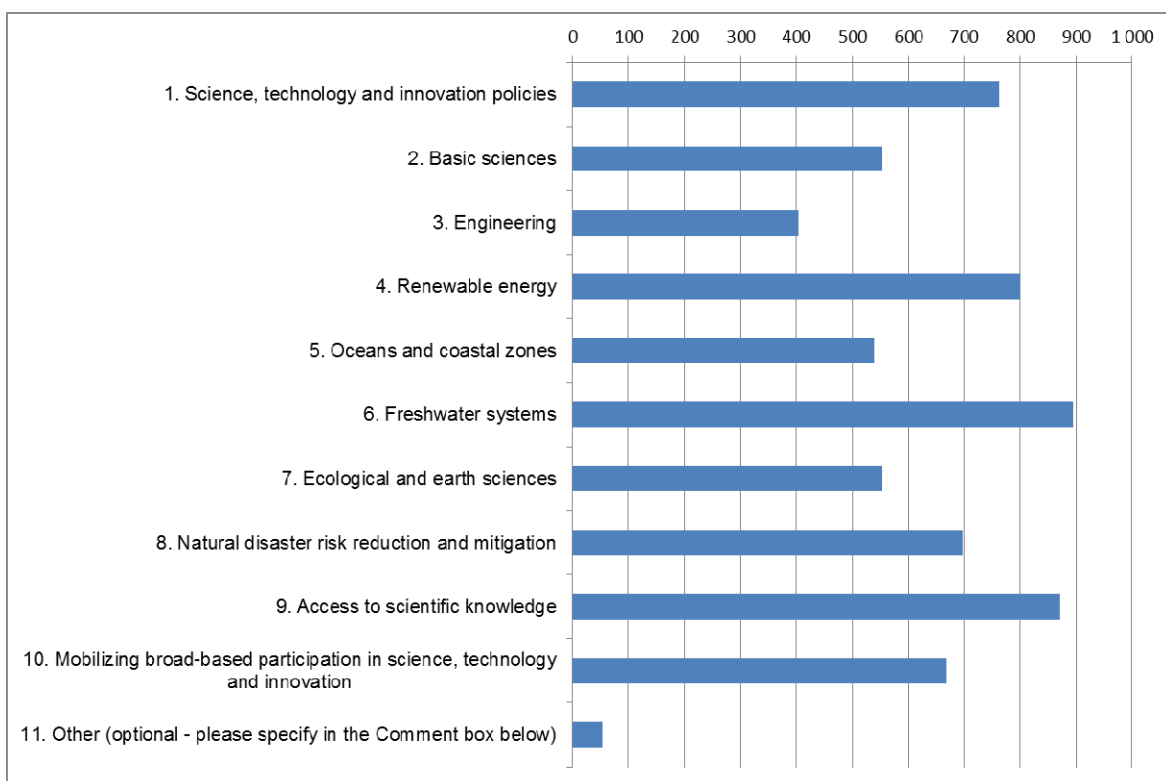
	Total points
International Bureau of Education (IBE)	951
International Institute for Educational Planning (IIEP)	879
Institute for Lifelong Learning (UIL)	1 072
Institute for Information Technologies in Education (IITE)	958
International Institute for Capacity-Building in Africa (IICBA)	954
International Institute for Higher Education in Latin America and the Caribbean (IESALC)	770
Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP)	815



Analysis of comments: Many respondents said to be unfamiliar with the work and role of category 1 institutes and hence not in a position to respond. Appreciation was expressed about IIEP and the role that some category 1 institutes play within the intersectoral platforms priority Africa and gender equality.

19. In the current 36 C/5, Major Programme II (Natural Sciences) covers a range of substantive areas, which are listed below. In your view, what level of priority should UNESCO give to each of these thematic areas in the upcoming 37 C/5 period (2014-2017)? Distribute a total of 100 points amongst the items to indicate their relative priority, allocating between 0 and 100 points to each item in multiples of 5 (0, 5, 10, 15, ..., 100). - 1. Science, technology and innovation policies - Number of points

	Total points
1. Science, technology and innovation policies	764
2. Basic sciences	553
3. Engineering	404
4. Renewable energy	800
5. Oceans and coastal zones	539
6. Freshwater systems	895
7. Ecological and earth sciences	554
8. Natural disaster risk reduction and mitigation	697
9. Access to scientific knowledge	872
10. Mobilizing broad-based participation in science, technology and innovation	668
11. Other (optional - please specify in the Comment box below)	53



Analysis of comments: Many respondents highlighted the importance of oceans and costal zones. Urbanization and its implications were mentioned as a more general theme that included a number of

the proposed thematic areas. One respondent felt that “natural disaster risk reduction and mitigation” should include man-made risks and catastrophes.

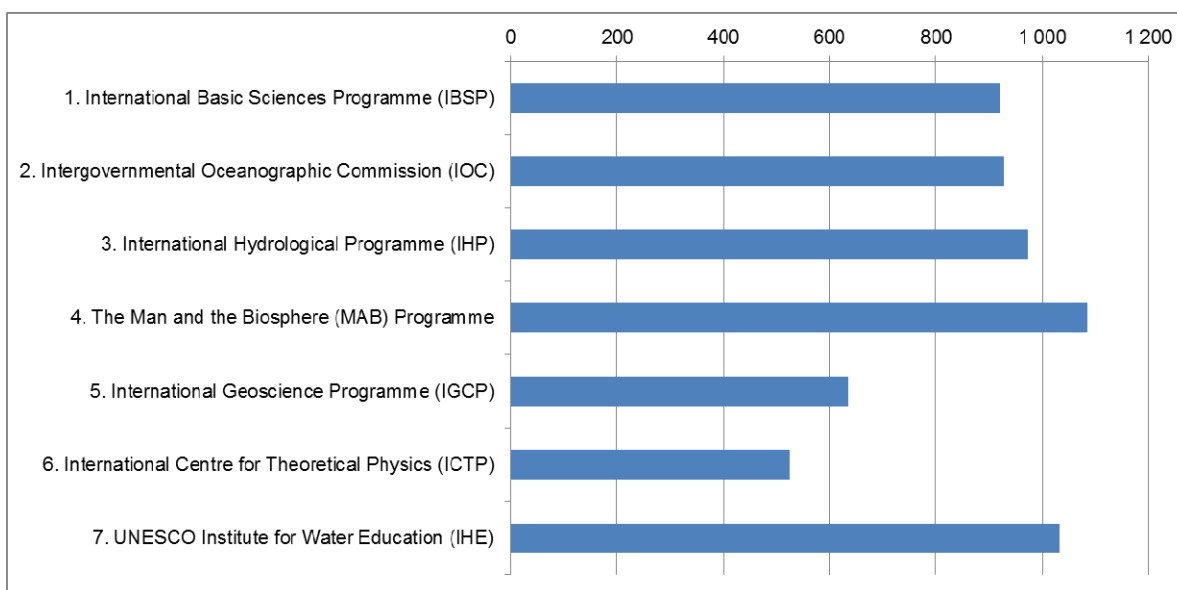
20. Which thematic area(s) or programme(s) would you recommend to be discontinued or phased out during the 2014-2017 period?

answered question	23
skipped question	56

Analysis of comments: Several responders answered “none,” one respondent suggested merging some areas or programmes. The areas recommended for discontinuation or phasing out included: engineering, basic sciences, ecological and earth sciences, mobilizing broad-based participation in science, technology and innovation, and natural disaster risk reduction and mitigation.

21. UNESCO relies on Intergovernmental and International Programmes (IGPs) and Institutes to assist Member States in several specialized areas. In your view, what level of priority in resource allocation should be given to the following IGPs during the 2014-2017 period? Distribute a total of 100 points amongst the items to indicate their relative priority. Allocate to each item between 0 and 100 points in multiples of 5 (0, 5, 10, 15, ..., 100).

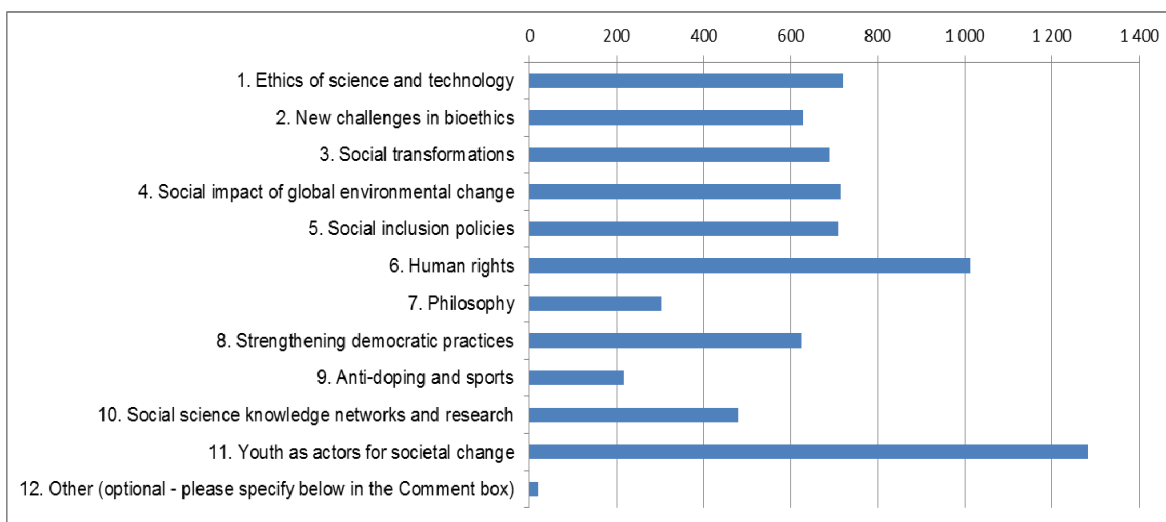
	Total points
1. International Basic Sciences Programme (IBSP)	920
2. Intergovernmental Oceanographic Commission (IOC)	928
3. International Hydrological Programme (IHP)	974
4. The Man and the Biosphere (MAB) Programme	1 085
5. International Geoscience Programme (IGCP)	635
6. International Centre for Theoretical Physics (ICTP)	524
7. UNESCO Institute for Water Education (IHE)	1 033



Analysis of comments: Many respondents felt that there was too little information available concerning these institutes and programmes for them to be rated. Some respondents considered all the IGPs mentioned to be of equal importance, others highlighted MAB, IHE and IHP.

22. In the current 36 C/5, Major Programme III (Social and Human Sciences) covers a range of substantive areas, which are listed below. In your view, what level of priority should UNESCO give to each of these thematic areas in the upcoming 37 C/5 period (2014-2017)? Distribute a total of 100 points amongst the items to indicate their relative priority, allocating between 0 and 100 points to each item in multiples of 5 (0, 5, 10, 15, ..., 100)

	Total points
1. Ethics of science and technology	720
2. New challenges in bioethics	628
3. Social transformations	688
4. Social impact of global environmental change	714
5. Social inclusion policies	710
6. Human rights	1 013
7. Philosophy	303
8. Strengthening democratic practices	623
9. Anti-doping and sports	218
10. Social science knowledge networks and research	480
11. Youth as actors for societal change	1 283
12. Other (optional - please specify below in the Comment box)	20



Analysis of comments: Many respondents highlighted the importance of youth as actors for societal change and considered programmes addressing their concerns (e.g. discrimination, poverty, lack of access to education) as crucial in fostering open and democratic societies. One respondent called for mainstreaming “the youth perspective in all activities of UNESCO as was underlined by the Youth Forum, including in education, culture and communication and information programmes, with a more strategic and inclusive programme approach, focusing primarily on capacity building and policy advice.”

Other areas specifically mentioned included social transformation, human rights, strengthening democratic practices, ethics of science and technology, new challenges in bioethics. One respondent suggested that UNESCO should not be involved in areas where it “doesn’t have sufficient knowledge, human and financial resources and that are already addressed in other more specialized organizations.”

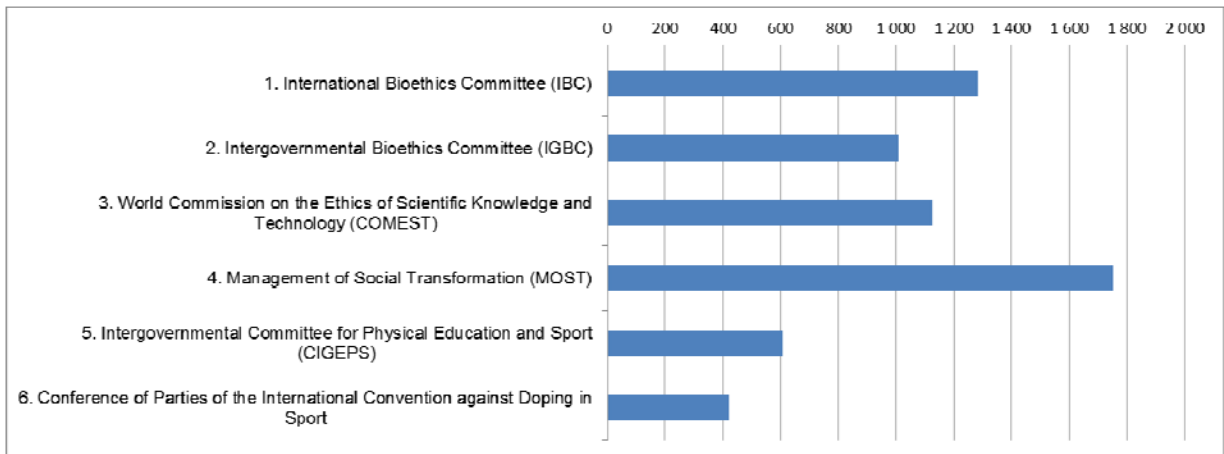
23. Which thematic area(s) or programme(s) would you recommend to be discontinued or phased out during the 2014-2017 period?

answered question	30
skipped question	49

Analysis of comments: Many respondents mentioned anti-doping and sports as one of the programmes to be discontinued, some cited philosophy, social science knowledge networks and research.

24. UNESCO carries out activities in several specialized areas through a number of intergovernmental programmes and programmes with an international focus. Which of them should UNESCO give priority to, in the 2014-2017 period? Please distribute a total of 100 points amongst these programmes to indicate their relative priority. Allocate between 0 and 100 points to each, in multiples of 5 (0, 5, 10, 15, ..., 100).

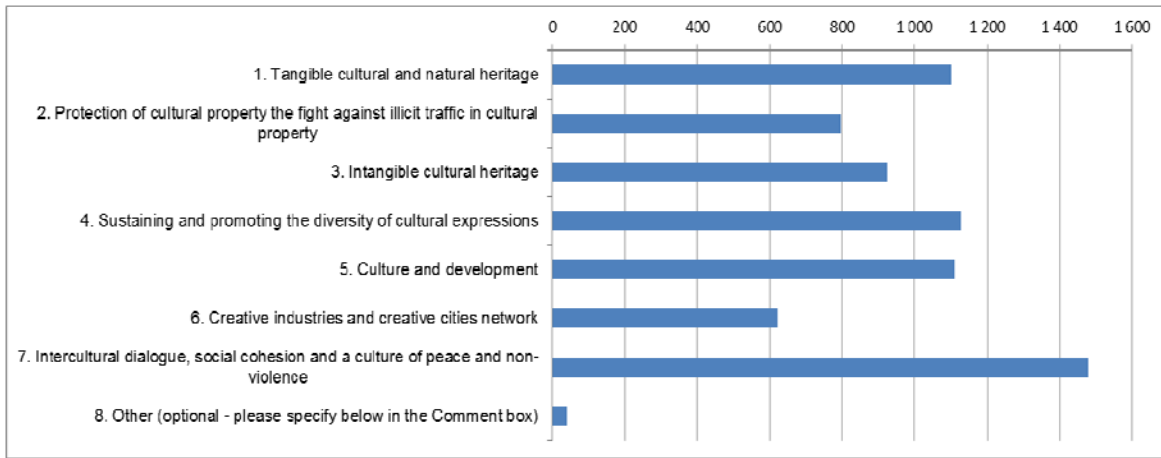
	Total points
1. International Bioethics Committee (IBC)	1 285
2. Intergovernmental Bioethics Committee (IGBC)	1 010
3. World Commission on the Ethics of Scientific Knowledge and Technology (COMEST)	1 125
4. Management of Social Transformation (MOST)	1 750
5. Intergovernmental Committee for Physical Education and Sport (CIGEPS)	607
6. Conference of Parties of the International Convention against Doping in Sport	422



Analysis of comments: Most respondents called for a careful analysis of these programmes in order to have a better overview, avoid overlaps and discontinue those who prove inefficient. Also, many suggested the merging of some programmes, such as IBC and IGBC. Some respondents called for the developing of a strategy for sport and physical activity.

25. In the current 36 C/5, Major Programme IV (Culture) covers a range of substantive areas, which are listed below. In your view, what level of priority should UNESCO give to each of these thematic areas in the upcoming 37 C/5 (2014-2017)? Distribute a total of 100 points amongst the items to indicate their relative priority, allocating between 0 and 100 points to each item in multiples of 5 (0, 5, 10, 15, ..., 100).

	Total points
1. Tangible cultural and natural heritage	1 101
2. Protection of cultural property the fight against illicit traffic in cultural property	796
3. Intangible cultural heritage	925
4. Sustaining and promoting the diversity of cultural expressions	1 128
5. Culture and development	1 111
6. Creative industries and creative cities network	622
7. Intercultural dialogue, social cohesion and a culture of peace and non-violence	1 478
8. Other (optional - please specify below in the Comment box)	40



Analysis of comments: Tangible cultural and natural heritage, intangible cultural heritage, culture and development, the protection of cultural property and the fight against illicit traffic in cultural property were identified as priority areas by most respondents. The comments provided highlighted the importance of interreligious dialogue and arts education, as well as linguistic diversity.

26. Which thematic area(s) or programme(s) would you recommend to be discontinued or phased out during the 2014-2017 period?

answered question	25
skipped question	54

Analysis of comments: The majority of respondents recommended the discontinuation of creative industries and creative cities network programmes, some respondents suggested that programmes and areas should be merged.

27. Culture was recognized as fundamental for development in the outcome document of the High-level Meeting of the UN General Assembly on the MDGs in September 2010. How can UNESCO further promote the culture and development agenda, and the better integration of culture in national development policies and processes?

Response Count

37

answered question	37
skipped question	42

Analysis of comments: One of the main recommendations that emerged was for UNESCO to strengthen its cooperation with NGOs, especially when developing local projects. Several respondents highlighted the importance of increased visibility and flow of information. One respondent suggested “the encouraging of civil society participation in the cultural development on their own countries; by creating synergies between civil society actors and national cultural institutions; by sensitizing public life actors about the importance of promoting and fostering culture; by supporting national and local media projects involving civil society participation in the production of cultural contents.”

Other respondents felt that UNESCO should play an important role in encouraging Member States “to adopt and reinforce legal frameworks for cultural development and continue work on statistical evidence on culture’s contribution to both society and the economy (qualitative and quantitative information),

including indicators of “the tertiary and trickle down effects” of culture on other sectors of the economy, extend the development discourse beyond academics, development practitioners and bureaucrats and utilize information technologies.

28. UNESCO follows up on seven conventions in the area of Culture. What level of priority do you consider UNESCO should give to them during the 2014-2017 period? Please rank the various conventions using the scale below.

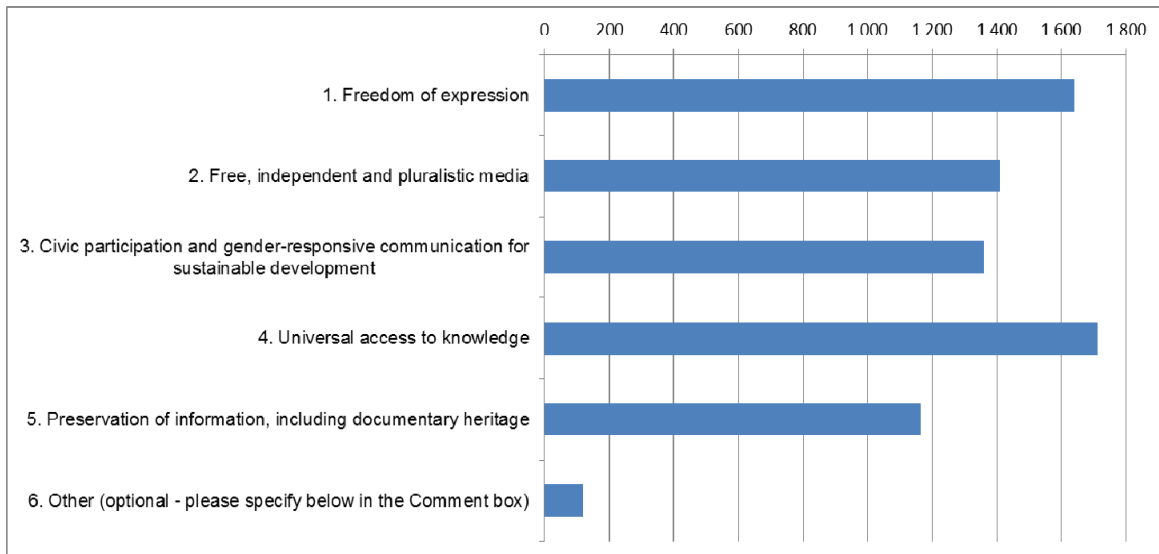
	Highest priority	Priority	Medium priority	Low priority	Not a priority	Response Count
2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions	71,0% (49)	20,3% (14)	8,7% (6)	0,0% (0)	0,0% (0)	69
2003 Convention for the Safeguarding of Intangible Cultural Heritage	44,3% (31)	35,7% (25)	18,6% (13)	1,4% (1)	0,0% (0)	70
2001 Convention on the Protection of the Underwater Cultural Heritage	10,9% (7)	43,8% (28)	35,9% (23)	7,8% (5)	1,6% (1)	64
1972 World Heritage Convention	56,5% (39)	29,0% (20)	13,0% (9)	1,4% (1)	0,0% (0)	69
1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property	23,5% (16)	48,5% (33)	20,6% (14)	5,9% (4)	1,5% (1)	68
1954 Convention on the Protection of Cultural Property in the Event of Armed Conflict	31,9% (22)	44,9% (31)	20,3% (14)	1,4% (1)	1,4% (1)	69
Universal Copyright Convention (1952, 1971)	15,6% (10)	34,4% (22)	35,9% (23)	9,4% (6)	4,7% (3)	64
					Comment	14
					answered question	71
					skipped question	8

Analysis of comments: Many respondents highlighted the importance of the 2005, 1972 and 2003 Conventions.

Several considered that UNESCO does not have the means to effectively enforce the 1954 Convention on the Protection of Cultural Property in the Event of Armed Conflict or the Universal Copyright Convention.

29. In the current 36 C/5, Major Programme V (Communication and Information) is structured around three main lines of action. In your view, what level of priority should UNESCO give to each of these thematic areas in the upcoming 37 C/5 (2014-2017)? Distribute a total of 100 points amongst the items to indicate their relative priority, allocating between 0 and 100 points to each item in multiples of 5 (0, 5, 10, 15, ..., 100).

	Total points
1. Freedom of expression	1 639
2. Free, independent and pluralistic media	1 411
3. Civic participation and gender-responsive communication for sustainable development	1 359
4. Universal access to knowledge	1 712
5. Preservation of information, including documentary heritage	1 162
6. Other (optional - please specify below in the Comment box)	117



Analysis of comments: Freedom of expression was highlighted as being an essential aspect of UNESCO's actions in this area, followed by universal access to knowledge and free and pluralistic media. In general, "freedom" was mentioned as an underlining concern of UNESCO's actions, including freedom of conscience, religious freedom and human rights. Some respondents flagged the importance of increased visibility and collaboration with NGOs.

30. Which thematic area(s) or programme(s) would you recommend to be discontinued or phased out during the 2014-2017 period?

answered question	19
skipped question	60

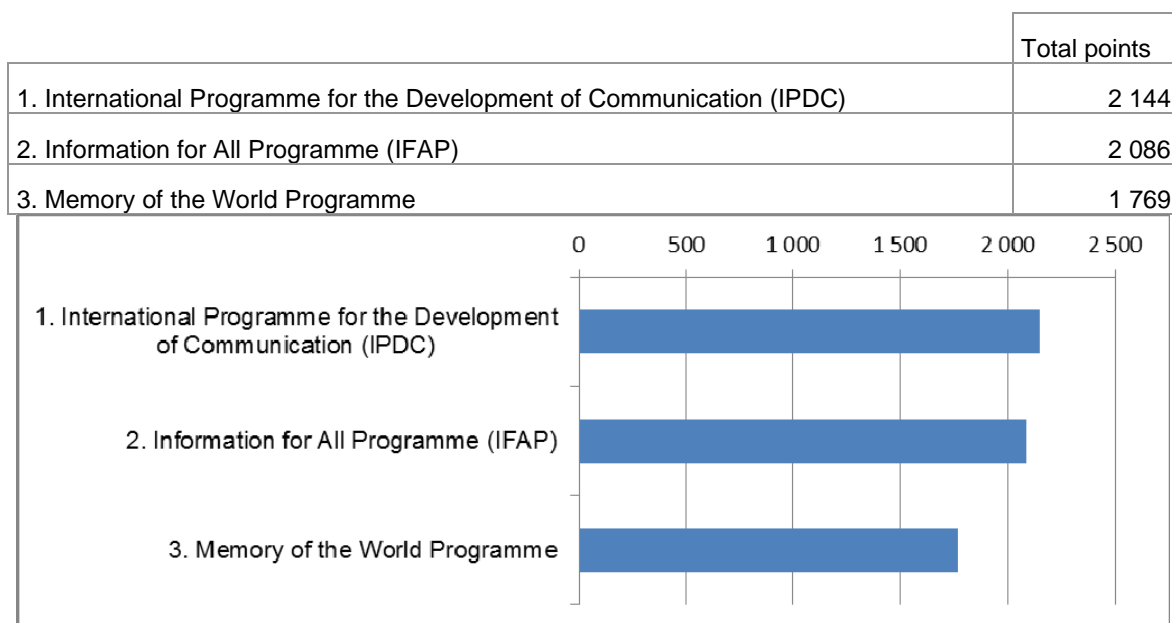
Analysis of comments: Many respondents considered that none of the areas should be discontinued. Some mentioned civic participation and gender responsive communication for sustainable development and the preservation of information, including documentary heritage; one respondent suggested the discontinuation of item 2 "free, independent and pluralistic media".

31. How can UNESCO most effectively utilize partnerships to deliver on the Organization's objectives in the area of communication and information? Please rate each item listed below using the scale shown.

	Extremely effective	Very effective	Effective	Slightly effective	Not effective	Response Count
1. Build partnerships with the private sector	21,9% (18)	37,0% (27)	31,5% (23)	8,2% (6)	1,4% (1)	73
2. Work with professional associations	32,4% (23)	52,1% (37)	15,5% (11)	0,0% (0)	0,0% (0)	71
3. Use online open community platforms to enhance participatory approach and mobilize support at grass roots level	43,8% (32)	35,6% (26)	16,4% (12)	1,4% (1)	2,7% (2)	73
4. Other (optional - please specify below in the Comment box)	77,8% (7)	22,2% (2)	0,0% (0)	0,0% (0)	0,0% (0)	9
				Comment:		18
				answered question		75
				skipped question		4

Analysis of comments: Suggestions under item 4 (Other) included: enhanced collaboration with NGOs - given that NGOs can be “an effective and relatively low cost option for delivering more effectively on the objectives for communication and information”, and fostering partnerships with the civil society, academia and the private sector.

32. UNESCO carries out activities in several specialized areas through a number of intergovernmental programmes and programmes with an international focus. Which of them should UNESCO give priority to, in the 2014-2017 period? Distribute a total of 100 points amongst the items to indicate their relative priority, allocating between 0 and 100 points to each item in multiples of 5 (0, 5, 10, 15, ..., 100).



Analysis of comments: The majority of respondents considered all the programmes important, many suggested enhanced cohesion, coherence and efficiency of these programmes. Some respondents felt they were not able to prioritize due to the lack of knowledge about these programmes.

33. What measures should be taken during the 37 C/5 with a view to improving the cost-efficiency of the Organisation?

	Response Count
	26
answered question	26
skipped question	53

Analysis of comments : Many suggestions were made, including: the reduction of (intermediary) hierarchical levels, externalization of specific missions, limitation of the numbers of priority programmes, elimination of administrative stagnation and slowness, improving administrative structure, use of the existing resources on major themes, evaluation of personnel and insuring that “the right person is at the right place”, giving priority to low-cost methods of gathering information, avoidance of duplication, reduction of travel costs through the use of new technologies, reduction of bureaucracy, more substantive partnerships with NGOs. One respondent felt “there is a limit to what can be achieved through cost reduction. The implementation of the programme requires a sound administrative infrastructure.”

34. What are the key challenges to UNESCO's operational effectiveness which should find a response during the 2014-2017 period?

	Highest importance	Important	Moderately important	Low importance	Not important	Response Count
1. Inadequate organisational structures	25,9% (15)	53,4% (31)	19,0% (11)	1,7% (1)	0,0% (0)	58
2. Imbalances between programme and administrative staff	35,6% (21)	42,4% (25)	18,6% (11)	3,4% (2)	0,0% (0)	59
3. Imbalances between staff and programme resources	39,0% (23)	44,1% (26)	16,9% (10)	0,0% (0)	0,0% (0)	59
4. Inefficient administrative procedures and mechanisms	39,0% (23)	42,4% (25)	13,6% (8)	3,4% (2)	1,7% (1)	59
5. Low cost-effectiveness of operations and administration	34,5% (20)	37,9% (22)	20,7% (12)	6,0% (4)	0,0% (0)	58
6. Increasing security costs, especially at the field level	3,6% (2)	37,5% (21)	44,6% (25)	12,5% (7)	1,8% (1)	56
7. Costly governance structures	27,1% (16)	55,9% (33)	10,2% (6)	6,8% (4)	0,0% (0)	59
8. Other (optional - please specify below in the Comment box)	80,0% (4)	0,0% (0)	20,0% (1)	0,0% (0)	0,0% (0)	5
					Comment:	10
					answered question	61
					skipped question	18

Analysis of comments: One of the main challenges identified was “inadequate organizational structures”, other challenges mentioned included imbalances between staff and programme resources; inefficient administrative procedures and mechanisms; bureaucracy; relationship between HQ and field offices, and accountability of field offices.

Many respondents acknowledged the difficulties to assess these challenges from “outside”, and felt they should be identified through programme evaluations and the responses of Member States.

35. Do you have suggestions for innovations to be introduced into the Organizations knowledge management structure and practices?

	Response Count
	20
answered question	20
skipped question	59

Analysis of comments: A number of suggestions and proposals were made, including the strengthening of the collaboration with NGOs, improvement of decision-making process, elimination of

bureaucracy, accountability, better internal communication and teamwork, enhanced resources for internet portals and upgrades in a more leveled and sustained way.

36. Do you have any additional comment concerning the next Programme & Budget for 2014-2017? (optional)

	Response Count
	22
answered question	22
skipped question	57

Analysis of comments: Many respondents advocated for more substantial partnerships with NGO partners, especially in the areas of youth participation and empowerment. Other responses included: the merging of certain programmes, a better focus on the organization's main objectives as set out in its Constitution (e.g. promotion of international cooperation), avoiding the overlap with other international organizations, avoid dispersion of activities and avoid launching new activities if adequate resources are not available.