

GROUP 1

Q.1: Challenges

- How to ensure the quality of education utilising ICTs?
- To ensure UNESCO's strategy is relevant and updated regarding social changes (for example aging/demographic change)

Q.2: vision 2021

- Sunset clauses of four years should be the norm, implemented and monitored
- NatComs should regularly bring together national expertise to provide relevant advice to UNESCO HQ and to each other

GROUPE 2

Q.1: Principaux défis:

- Dépolitisation à travers la composition des Commission Nationales, nouvelles solidarités (hors de liens géopolitiques); primauté des critères scientifiques, ...
- Place incontestable de laboratoire d'idées à travers le recours à l'expertise scientifique (réseaux nombreux de l'UNESCO);
- Implication plus forte de la société civile (rôle des Commissions Nationales);

Q.2: Vision 2021

GROUP 3

Q.1: Challenges

- Targeting the local needs (regional/country level)
Actively operating networks (ASPnet, UNESCO chairs);
- Find its purpose, restructure the organization, find its place in the context of other UN agencies and international organisations;

Q.2: Vision 2021

- UNESCO should become younger
- ESD should cover all four dimensions, especially culture
- Results orientated process (Results, indicators - NatComs)
- Transparency (what's going on in NatComs – more independent)

Thinking
Ideas
Moving out of Paris

GROUP 5

Q.1: Challenges

- Identify emerging global challenges, within UNESCO's mandate and respond to them
- Greater involvement of the civil society in UNESCO through NatComs

Q.2: Vision 2021

- Heightened role for the NatComs:
 - Solid agenda with input from NatComs
 - More interaction between Secretariat – ExB – NatComs
- More agile organization which implies:
 - Fewer domains
 - Streamlined procedures
 - Results focused

GROUP 6

Q.1: Challenges

- Strengthen solidarity between MS and the international intellectual cooperation
- Promotion and implementation of UNESCO ideas

Q.2: Vision 2021

- UNESCO will be de-politicised
- UNESCO survives as the leading Think Tank distributing knowledge and promoting open access

GROUP 7

Q.1: Challenges

- More efficient use of existing tools
- Being more focused and, at the same time, adapt the means to the identified key issues

Q.2: Vision 2021

- Bring back intellectual leadership
- Be close to people

GROUP 8

Q.1: Challenges

- Clarify purpose > appropriate structure – find place in UN system;
- Mechanisms > adequate resources; visibility; partnerships;

Q.2: Vision 2021

- Fitter for purpose;
- Leaner in structure;
- Policy advice & Think Tank > rather than political forum;

GROUP 9

Q.1: Challenges

- Focus in priorities, choosing few priorities: education, communication & freedom of expression, critical thinking and acceptance of plurality of ideas;
- Bringing more visibility to all UNESCO work;

Q.2: Vision 2021

- Less politics and more expert work;
- Should bring the civil society closer and make better use of its own resources;

GROUP 10

Q.1: Challenges

- UNESCO becoming less political and more programme / ideas oriented;
- Remain relevant at a global level and not to become a development agency;

Q.2: Vision 2021

- More flexible and effective governance and management within the UNESCO;
- Closer coordination with NatComs;
- NatComs: should be made less political by disengaging them from governments and enhance cooperation with NGOs;

GROUP 11

Q.1: Challenges

- Poor communication;
- Lack of focus;

Q.2: Vision 2021

- Greater flexibility
- Less politicization
- A clear focus on programmes where UNESCO has a comparative advantage

GROUP 12

Q.1: Challenges

- Freedom of expression, access to information;
- Global approach vs. sovereignty of MS;

Q.2: Vision 2021

- Flexible, intelligent, focused, young, modern, thinking staff;
- Good governance, e.g. smaller and executive ExB;

GROUP 14

Q.1: Challenges

- Governance!
- How do we deal with success?

Q.2: Vision 2021

- No sectors, depolitized with 22nd century working methods;
- Leaner and devolved out of Paris;