perspective 2030

UNESCO 2030 Staff Survey shows strong belief in effectiveness heading into the next decade

Climate change and loss of biodiversity, discrimination and inequality, violence and conflict, and health and disease, are the main transversal challenges that will require the action of UNESCO over the next ten years, according to UNESCO staff.

These were among the key results of an unprecedented staff survey launched by the Strategic Transformation Support Unit, which will help shape UNESCO's programmes over the next decade as we develop our new C/4 Medium-Term Strategy for 2022-2029.

In general, more than **80%** of staff think that UNESCO is currently living up to its mission statement, with an average of **69%** saying UNESCO is effectively addressing each of the major global challenges being faced around the world. Traditions and cultures at risk was the challenge for which UNESCO was deemed to be most effective (**87%**).

The results clearly demonstrate the potential transversality of UNESCO's response to these challenges over the next decade: education notably came through as the most needed solution across most challenges, with solutions favoring international cooperation, intercultural dialogue and access to information also needed. In further support of this, a full **96%** of respondents agreed that cooperation between sectors is critical to the success of UNESCO's work, but only half reported doing so regularly, and only **44%** in Programme Sectors at HQ.

Important insights were also gained into the views of staff on key areas such as Global Priorities, communication, youth engagement, partnerships and wider UN presence. The vast majority believe that the existing Global Priorities – Africa and Gender Equality – should be maintained, with **71%** suggesting that efforts should be increased for one or both. Staff training and a greater focus on partnerships were also identified as major needs to improve communications, fundraising, youth engagement and UN presence.

1,870 colleagues from around the world took part in the survey. There was an excellent balance between HQ and Field colleagues, and strong representation from staff in Africa (**25%**), the Asia-Pacific (**25%**) and Latin America and the Caribbean (**17%**). Around **60%** of respondents were women and **38%** were under 40. Responses were relatively consistent across these different lines, although staff in Africa indicated that violence and conflict was the most important challenge there. Women and younger staff were notably more likely to favour gender-related solutions to the various challenges.

Collecting the views and comments of staff is seen as critical to ensuring the work of the Organization is responding to real world trends and developments. The survey comes at a time of profound transformations and crises around the world, with the COVID-19 pandemic adding to an already-dire list of issues that provide a direct challenge to UNESCO's mandate to build peace in the minds of men and women around the world.

THE *world* IN 2030...

PUBLIC SURVEY

SPREAD THE WORD!

en.unesco.org/worldin2030

WHO RESPONDED?

1,870 UNESCO Staff, Consultants & Interns

GENDER
40% Men **60%** Women

AGE
38% Under 40 **62%** Over 40

DUTY STATION
59% Field/Institute **41%** Headquarters

UNESCO PROGRAMME

82% either agree or fully agree that UNESCO is fulfilling its mission statement
→ **89%** among Duty Region Arab States & LAC

17% think some existing programmes should be reduced
→ **10%** among Duty Region Africa

76% feel that one or more programmes should be increased
→ **90%** among Duty Region Africa

Top programmes to increase:
ED Education for sustainable development & global citizenship
→ *In top 5 for ED, CLT & SHS*

SC Climate change monitoring, mitigation and adaptation
→ *In top 5 for SC & CLT*

ED Education for vulnerable groups & in emergencies

Top programmes to reduce:
SHS Sport (physical education, anti-doping, traditional sports and games)
→ *Selected across all sectors (including SHS)*

SHS Management of social transformation
→ *Selected across all sectors (including SHS)*

ED Education for Early Childhood and Care (ECCE)

TOP 4 CHALLENGES

CLIMATE CHANGE & LOSS OF BIODIVERSITY
Chosen by† **61%** RANK **1**
Effectiveness* **73%** **3**

Top concerns
• Natural disasters and extreme weather
• Loss of biodiversity
• Pollution of ocean and rising sea levels

Top solutions
• Green energy and sustainable economies
• Sustainability through education
• International cooperation

DISCRIMINATION & INEQUALITY
Chosen by† **48%** RANK **2**
Effectiveness* **75%** **2**

Top concerns
• Violence against women and minorities
• Human rights not being fulfilled
• Online hate speech and harassment

Top solutions
• Teaching tolerance & rights through education
• Ensuring everyone has access to quality education
• Promoting respect for all cultures & diversity

VIOLENCE & CONFLICT
Chosen by† **47%** RANK **3**
Effectiveness* **72%** **4**

Top concerns
• Terrorism and violent extremism
• Armed conflict and civil war
• Violence against women and girls

Top solutions
• Peace and non-violence through education
• Dialogue and cooperation between countries
• Global peace and non-violence campaigns

HEALTH & DISEASE
Chosen by† **39%** RANK **4**
Effectiveness* **68%** **5**

Top concerns
• Economy and employment
• Effect on vulnerable groups
• Lack of access to reliable information

Top solutions
• Sharing research and scientific knowledge
• Effective international cooperation
• Health education

ARTIFICIAL INTELLIGENCE & NEW TECHNOLOGIES
Chosen by† **20%** RANK **10**
Effectiveness* **60%** **9**

Top concerns
• Ethical issues raised
• Lack of transparency over data use
• Online privacy and surveillance

Top solutions
• Create global ethical framework
• Education on ethics, safety and privacy
• Promote ethical, transparent and human focus

LACK OF FOOD, WATER OR HOUSING
Chosen by† **34%** RANK **5**
Effectiveness* **73%** **8**

Top concerns
• Access to safe drinking water
• Impact of disasters and climate change
• Risk of problems getting worse in future

Top solutions
• Effective international cooperation
• Support for associations and organizations
• Science and technology education

TRADITIONS & CULTURE AT RISK
Chosen by† **16%** RANK **11**
Effectiveness* **87%** **1**

Top concerns
• Cultural heritage and practices disappearing
• Youth not interested in their heritage
• Impact of globalisation

Top solutions
• Integrating into education programmes
• Engaging youth with their heritage
• Safeguarding sites and practices

LACK OF DECENT WORK & OPPORTUNITIES
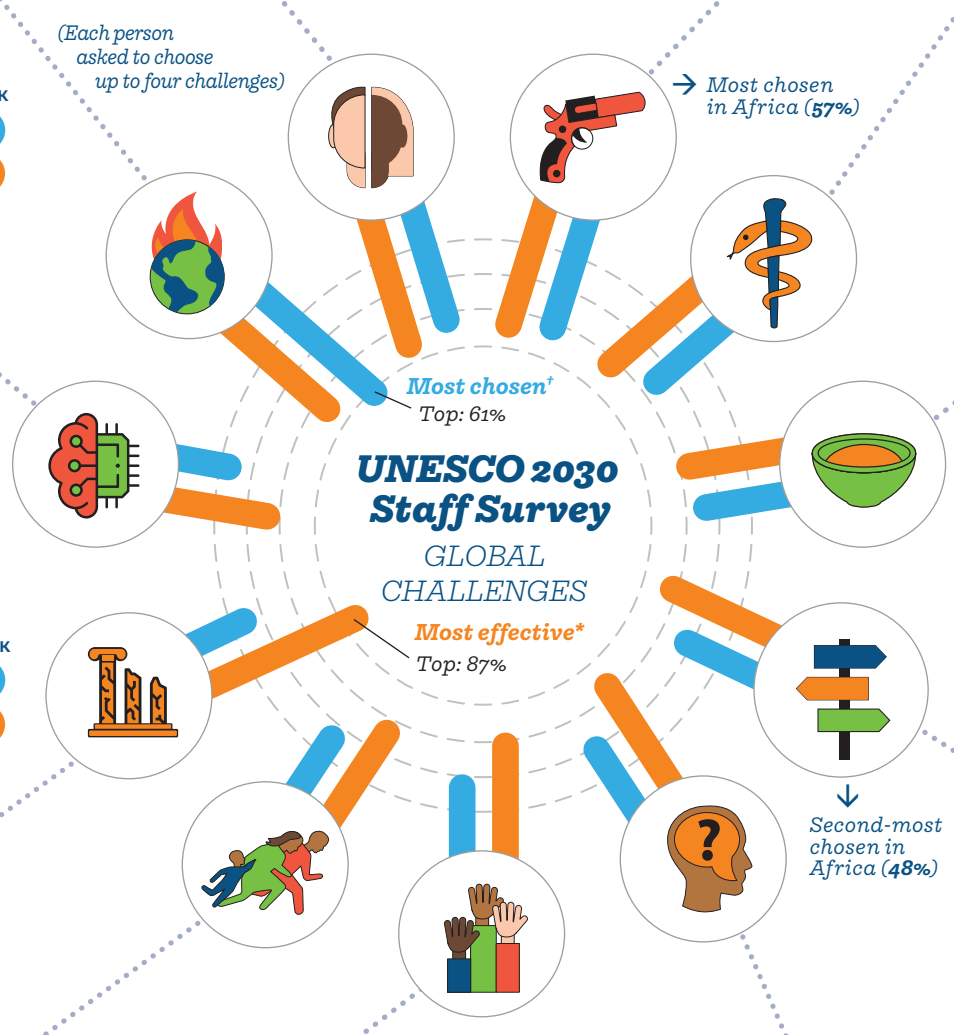Chosen by† **32%** RANK **6**
Effectiveness* **67%** **6**

Top concerns
• Not everyone has the same chances
• Education not teaching skills needed
• People unable to find decent work
→ *#1 in Arab States, #1 in Africa*

Top solutions
• Ensuring quality education for all
• Learning and training later in life
• Education focused on employability
→ *For Under 30s: Gender equality*

MIGRATION & MOBILITY
Chosen by† **23%** RANK **9**
Effectiveness* **58%** **10**

Top concerns
• Human rights of migrants and refugees
→ *Especially for Under 30s*
• Political backlash in receiving countries
→ *Especially for Over 30s*
• Cultural and societal integration

Top solutions
• Effective global/regional coordination
• Better integration into education systems
• Promoting respect for all cultures and diversity

POLITICAL PARTICIPATION & DEMOCRATIC PRINCIPLES
Chosen by† **26%** RANK **8**
Effectiveness* **64%** **7**

Top concerns
• Corruption/lack of transparency
• Democracy going backwards worldwide
• Increasing nationalism worldwide

Top solutions
• Civics education and media literacy
• Public participation in decision-making
• Global support for democracy
→ *Significantly higher for Over 30s*

DISINFORMATION & FREEDOM OF EXPRESSION
Chosen by† **29%** RANK **7**
Effectiveness* **72%** **4**

Top concerns
• Difficult to know what is true and false
• Restrictions on freedom of expression
• People deliberately spreading false info

Top solutions
• Education to promote critical thinking
• Support for quality journalism
• Global awareness campaigns

UNESCO 2030 Staff Survey
GLOBAL CHALLENGES

(Each person asked to choose up to four challenges)

→ Most chosen in Africa (**57%**)

Most chosen† Top: 61%

Most effective* Top: 87%

↓ Second-most chosen in Africa (**48%**)

GLOBAL PRIORITIES

60% agree on increasing Priority Gender Equality
→ **65%** among women
→ **53%** among men

Top solutions: → *especially among women*
#1 More integration into programmes
#2 Strategic partnerships

54% agree on increasing Priority Africa
→ **89%** among Duty Region Africa

Top solutions:
#1 Strengthening field office network
#2 More integration into programmes

COLLABORATION & PARTNERSHIPS

Cooperation between sectors is necessary to ensure the effectiveness of UNESCO's work

96% Agree or fully agree
4% Disagree or fully disagree

53% Personally work with colleagues in other sectors at least regularly
→ SHS has the highest rate at 57%, while CLT has the lowest at 31%.

Improving Partnerships: Solutions
53% More effective communication on UNESCO's impact
52% Training for staff on resource-mobilization and fundraising → *71% in Africa*
35% Greater investment in partner relationship-building over the long term
35% More effective coordination between sectors on partner relations

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YOUTH & COMMUNICATION

Improving Youth Engagement: Solutions
(among staff under 30)

71% More involvement of young staff in decision-making
→ *45% across all ages*
66% Better integration of youth into projects
→ *36% across all ages*
39% More advice, guidance & training
38% Support for youth networks

Improving External Communications: Solutions
39% Develop clear house-wide messages/branding
37% Develop stronger partnerships with media organisations
32% More decentralization of comm's staff to sectors & Field Offices
→ *38% for Field staff*
31% "Mainstream" communications thru training & resources for all staff

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† **Chosen by:** % who selected the challenge among the Top 4 most needing UNESCO action over the next decade
* **Effectiveness:** % who agree or fully agree that UNESCO is currently addressing the challenge effectively

Colleagues share on how the Strategic Transformation has helped them during the COVID-19 response

Nidza Monthy
HEAD OF UNIT, PERFORMANCE AND LEADERSHIP AT HEADQUARTERS

Ma'aly Hazzaz
PROJECT OFFICER, COMMUNICATION AND INFORMATION SECTOR AT HEADQUARTERS

Pieume Calice Olivier
PROGRAMME SPECIALIST IN TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING, UNESCO REGIONAL OFFICE IN DAKAR

Many HRM reforms play a powerful organizational role in strengthening and sustaining the values of the organization. The Performance Management Policy, together with the recent leadership training, will strengthen the work of UNESCO's leaders and help the staff achieve their potential.

The new Performance Management Policy aims to create a culture of dialogue and discussion and facilitates reactivity to changing realities by implementing a check-up every 6 months. These kinds of changes open the door for greater innovations and helps us to respond effectively to crisis situations, such as the COVID-19 pandemic. We are on a way to creating a high-performing culture in our Organization.

New online workplace tools allowed our team to maintain effective communication with all 20 Field Offices participating in our project, which was translated into prompt action to identify, adapt, tailor and implement activities in response to the challenges posed by COVID-19. This subsequently re-emphasized the comparative role that UNESCO plays globally and in the field, and its capacity to efficiently respond to emergencies. The online tools also allowed us to organize the annual bilateral meetings as planned.

Lastly, they greatly facilitated our efforts to strengthen inter-sectoral collaboration and synergies with other programmes, mainly the Culture Sector, boosting our capacity to deliver multidisciplinary programmes efficiently through transversal teams across the Organization.

I participated in both the Agile and Leadership training, which are Strategic Transformation initiatives. I learned skills that help me in change management, particularly creating and managing transversal teams using Agile Methodology.

As a result, I have been able to support the digital transformation to fully benefit from the new digital tools and having our team trained properly on platforms such as Microsoft Teams. With these new skills, we were able to respond to the COVID-19 crisis efficiently with my team and, through the use of trello, improve communication and increase motivation and satisfaction in our team. Collaboration is now much faster, efficient and more accurate. I have been happy to share our lessons learned with other colleagues.

Samah Shalaby
ASSISTANT PROJECT OFFICER, UNESCO INSTITUTE FOR LIFELONG LEARNING

I had the opportunity to be part of the Agile Team workshop put in place for the Strategic Transformation in March 2019, and I was member of the Agile Girls and Women's Education task team on communication. The team consisted of colleagues from HQ, Field Offices and the Institutes. Thanks to the different perspectives, experiences and backgrounds of the team members, we were able to build new ideas on gender equality and women and girls' education in a mutual learning process that showed the potential and advantages of diversity in team work. The Agile approach is enabling a change of culture within UNESCO towards an interdisciplinary, transversal, One Family, with a solidarity mentality and opening the horizon for new perspectives on partnerships. It also empowers young staff to contribute to decision-making and shape the strategic and management approach in the organization. This engagement of the young staff encourages and motivates them to act with high efficiency and enthusiasm because they feel the value of their voices and contributions. This approach turned out to be essential during COVID-19 as UNESCO managed to be one of the first UN organizations responding and reacting as the crisis hit. In the future, I believe this Agile approach will increase UNESCO's comparative advantage, productivity and responsiveness, which will make the organization shine at the heart of the UN and of the world.