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Evaluation of UNESCO Anticipation and Foresight Programme

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Evaluation of UNESCO Anticipation and Foresight Programme

Final Report

Paris, July 2006

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EXECUTIVE SUMMARY

Background

In the area of Anticipation and Foresight UNESCO's aim is to strengthen the Organisation's intellectual, ethical and strategic watch function – foresight activities are an integral part of UNESCO's mission to be a “Laboratory of Ideas.” Until 31 December 2005, prospective studies were under the responsibility of the “Foresight Section” within the “Division of Foresight, Philosophy” under the “Social and Human Science” Sector; as from 6 January 2006 (DG/Note/06/01), they have been part of the Foresight Division (SHS/FOR). Following the Strategic Objective 6 of UNESCO's Medium Term Strategy for 2002-2007 (31C/4), the overarching goal of the Anticipation and Foresight programme is as follows:

“In order to capture the complexity of the global developments, especially those related to the emergence of knowledge societies, UNESCO will undertake and draw on future-oriented studies and scenarios. This effort will seek to analyse and capture the main components and processes inherent in knowledge societies with a view to articulating a common and shared vision and to design strategies for developing open knowledge societies.”

UNESCO's Foresight programme is composed of two main activities:

- Preparation and development of the *UNESCO World Report*, an interdisciplinary forward-looking report, dedicated every two years to a new theme;
- *The 21st-Century Talks and Dialogues*, forums for prospective reflection and future-oriented debate that gather together leading figures from different regions of the world.

Sensitization activities through the media and articles dedicated to major future-oriented themes that are published in books, leading newspapers and academic journals of different regions of the world, and through radio and television programmes are conducted within the framework of each activity.

The evaluation of the Anticipation and Foresight programme is part of the Evaluation Plan (32 C/5, Appendix IX) and aims to assess the results and impact of UNESCO's activities in the field of Anticipation and Foresight. The UNESCO World Report lies outside the scope of the present evaluation because it was considered too early to measure results and impacts due to its recent release.

The present evaluation was based on documentary reviews and semi-structured interviews with UNESCO staff, as well as with a variety of stakeholders.

Achievements

Over the period 1999-2005, 27 “21st Century Talks and Dialogues” were organised. This totalled 118 speeches by 95 different speakers, with the three “Dialogues” gathering a higher number of speakers (particularly in Seoul where 23 expert-speakers were present) than the “Talks” with only three or four. “Talks” were organised at UNESCO Headquarters in Paris, Barcelona, Durban and Seoul.

As a result of the programme, three books – and a total of 21 translated versions - were published. The first anthology of the series of “21st Century Talks” (“Keys to the 21st Century”) was published in English, French, Spanish, Arabic, Chinese, Russian and Portuguese. The second anthology was translated in those languages, plus Catalan, whilst additional translations in Chinese, Russian, Korean, German and Portuguese are currently in

preparation. Moreover, the Foresight Division actively contributed to 28 radio and TV broadcasts or programmes, with many more “ad hoc” contributions (e.g. at conferences and the like).

Scrutiny of all General Conference and Executive Board meeting minutes over the period concerned shows that the activities of the Foresight and Anticipation Programme had major support from UNESCO Member States. The “21st Century Talks and Dialogues” are viewed as having dealt with crucial issues for the future which were debated by a highly competent and diverse set of specialists who contributed highly relevant analyses. Member State representatives appreciated the foresight effort made by UNESCO. There is general agreement that Foresight and Anticipation are major missions of UNESCO.

In terms of outreach, the distinctions needs to be made in terms of different audiences, namely:

- The attendees at the core events, i.e. the “21st Century Talks and Dialogues”, numbered in their hundreds for each event
- The readers/users of the books stemming from the events, amounts from thousands to tens of thousands per language, if not hundreds of thousands if distribution through libraries is taken into account. The targeted audience generally consists of academics, experts, decision-makers, journalists, “informed lay public,” and others interested in ideas on future-oriented studies, ethics, and the knowledge society.
- The audience of the various media outlets (newspapers and radio/TV). According to the newspaper clippings, articles normally appear in high quality journals of the Member States that target an audience of many millions around the globe.

Challenges

According to the results of the evaluation, the Foresight and Anticipation programme presently faces the following challenges:

- The location of the Anticipation and Foresight programme within a programme sector may have weakened the strategic influence of the foresight programme within UNESCO in that no explicit relationship exists between foresight activities and strategy formulation and policy design, whether at Headquarters level or at the level of sectors. The evaluators did not therefore find any evidence that Foresight activities had influenced strategy formulation and policy design in UNESCO.
- In interviews with Member States the quality of the programme and its outputs were highly praised. While the evaluation shows that this core activity should be continued, it can be improved and diversified. The programme and its impact may even be further improved by taking into account the following suggestions:
 - Due to the organisational set-up of the programme, and limited by budget constraints, the “core events” in the Foresight and Anticipation Programme that constitute the basis for further dissemination of books and articles (i.e. the 21st Century Talks and Dialogues) were mainly organised at UNESCO Headquarters, in Paris. There is evidence that, for this reason, the foresight activity is, *de facto*, influenced by the location where it is organised, namely in terms of speakers, and therefore, content; if Headquarters were situated elsewhere in the world, under similar budget constraints, a similar bias would very probably have occurred. The few events organised outside Headquarters show that such implicit bias can be prevented either by organising events away from Headquarters more often or by diversifying even more the range of speakers.
 - Taking Member States’ needs into account can still be improved; their needs in terms of foresight on UNESCO-related issues, and the way in which the Foresight Division could respond to these needs,

could have strengthened the impact of the programme. The Foresight Division should present a more systematic and explicit reflection on target groups, for instance, in the form of an “intervention logic”.

- The programme adheres closely to a “Laboratory of ideas” approach and conveys intellectual ideas and approaches related to future challenges. This is in line with UNESCO’s mission and the quality of the ideas promoted is highly praised by Member States’ representatives (as expressed in Executive Board and General Conference meetings) and stakeholders more generally. The contents of the programme, in terms of the speeches and ideas presented, focuses hardly on methodological issues, which is the other important component of foresight activity. Within the current model of “Talks & Dialogues” more emphasis can still be put on showing good practice examples concerning the use of tools, procedures, and logistics, etc., for foresight and anticipation which can be beneficial to Member States in their own foresight exercises¹.
- The evaluators have the opinion that not all routes for dissemination have been exploited well enough to create greater impact at relatively low cost. In particular, the possibilities and opportunities provided by the Internet could be better exploited.

Recommendations

Recommendations are split between recommendations for the Foresight Division and recommendations for UNESCO more broadly.

Recommendations to the Foresight Division (FOR)

- Establish a more explicit reflection on target groups, their needs and the way in which these needs are to be addressed, for instance through an intervention logic exercise. This should pay explicit attention to UNESCO Member States’ needs.
- Organise more events away from Headquarters so as to further diversify UNESCO’s Foresight and Anticipation offer in terms of speakers, location and dissemination, thereby creating a more balanced division of geography and ideas.
- Improve monitoring of the beneficiaries of the programme, i.e. of the events, of the books and of the different media through which the programme ideas are conveyed. In the case of events organised by the Division, this could be done by keeping the lists of attendees and organising simple satisfaction surveys. With publications and press articles, monitoring could be done through clearer understanding of the publishers’ strategies.
- The “talks and dialogues model” has been running for nearly nine years and its quality is highly praised. However, the evaluation shows that it does not seem to be able to completely address all the objectives assigned to the Anticipation and Foresight programme. In parallel to this “Laboratory of Ideas” approach, and especially to respond to Member States’ needs for building foresight capacity, the Foresight Division should complement the current approach by emphasising the methodological and process aspects of Foresight and Anticipation more. In doing so, it could approach the Member States more actively to identify specific needs in this area.²
- More use should be made of alternative communication channels in order to increase the impact of the programme. In particular, the opportunities provided by the Internet could still be better used.

¹ In the course of the final review of the report, this observation was contested by DIR/FOR on the grounds that the Governing Bodies of UNESCO have not mandated the Foresight Division to promote methodological issues and tools and, *inter alia*, to contribute to foresight capacity building among Member States.

² Idem.

Recommendations to UNESCO

The mission of Foresight and Anticipation is seen as one of UNESCO's major missions by Member States as testified by the many statements at Executive Board meetings and General Conferences. More specifically, the activities implemented through the Foresight Programme over the past 5 years and earlier are very important for UNESCO and should continue. It is important that the rationale for Foresight and Anticipation within the Organisation is reconfirmed and that the actual activities become more explicitly targeted to reflect the needs of Member States, better monitored and more interconnected with the rest of the Organisation. It is expected that such targeting in itself will already increase impact.

On top of these more operational recommendations, and in line with point II.6.2 of the Terms of Reference for the present evaluation, it is recommended that UNESCO reflects more generally upon the role that a foresight function should have within UNESCO:

- in relation to UNESCO strategy formulation and policy design
- in relation to the needs of Sectors in the area of Anticipation and Foresight

The aim is to put a mechanism in place which, on the one hand, would allow UNESCO strategic planning to be better informed by foresight results and eventually act accordingly, and, on the other hand, would allow UNESCO foresight to be better tailored to the practical needs of UNESCO and Member States. To do so, it is recommended that a working group be established to design a foresight function for UNESCO which should link (though not necessarily integrate) the "Laboratory of Ideas" function fulfilled by the Foresight Programme today more closely to the strategic planning aspects that are normally taken charge of by the Bureau of Strategic Planning (BSP) and individual sectors.

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Introduction

In the area of Anticipation and Foresight, UNESCO's aim is to strengthen the Organisation's intellectual, ethical and strategic watch function. The prospective studies are the responsibility of the "Foresight Section" within the "Division of Foresight, Philosophy and Human Sciences" (for the period 1999-2005) under the "Social and Human Science" Sector. As of 1 January 2006, the programme of Philosophy has been removed from the Foresight Division (FOR).

The Anticipation and Foresight activities are typically part of UNESCO's mission to be a "Laboratory of Ideas." Following Strategic Objective 6 of UNESCO's Medium Term Strategy for 2002-2007 (31C/4), the objective of the Anticipation and Foresight programme is as follows:

Developing tools to understand the contemporary world:

- *"In order to capture the complexity of the global developments, especially those related to the emergence of knowledge societies, UNESCO will undertake and draw on future-oriented studies and scenarios. This effort will seek to analyse and capture the main components and processes inherent in knowledge societies with a view to articulating a common and shared vision and to design strategies for developing open knowledge societies."*

Moreover there are specific objectives stemming from the C/5 document – around 2 to 3 per Biennium. These will be discussed in detail in the analysis, below.

UNESCO's Foresight programme was composed of two main activities:

- Preparation and development of the *UNESCO World Report*, an interdisciplinary forward-looking report, dedicated to a new theme every two years; this lies outside the scope of the present evaluation.
- *The 21st-Century Talks and Dialogues*, forums for prospective reflection and future-oriented debate that gathers together leading figures from different regions of the world.

Sensitization activities in the media and articles dedicated to major future-oriented themes that are published in leading newspapers and academic journals in different regions of the world, and through radio and television programmes, are conducted within the framework of each activity.

Within the framework of UNESCO's reform process, the overall evaluation function was strengthened in the Organisation. The evaluation of the Anticipation and Foresight function is part of the Evaluation Plan (32 C/5, Appendix IX) and aims to

assess the results and impact of UNESCO's activities in the field of Anticipation and Foresight.

This report provides the results of this evaluation. The document is laid out as follows:

- Programme description
- Evaluation purpose
- Evaluation methodology
- Major findings
- Results achieved
- Lessons learnt
- Recommendations
- Appendices

1 Programme description

1.1 Launch

In September 1994, the Director General decided to enhance UNESCO's capacity for looking ahead, strengthening the analysis and forecasting capacity of the General Directorate and renewing the Organisation's activity in the field of anticipation and future-oriented studies, by setting up the Analysis and Forecasting Unit (Unité d'Analyse et de Prévision, UAP).

It is worth noting that in its first phase this unit was not a programme unit. It was an activity positioned directly under the authority of the Director-General. The UAP was given the responsibility of conducting surveys, research, analysis and forecasting on key issues of concern to UNESCO in order to anticipate future developments and sketch out guidelines for general policy and action.

Foresight programmes have existed for some time at UNESCO. The first programme in this area existed from 1984-1996. An earlier internal evaluation showed that this programme only had a low impact, produced lots of studies, but few real publications, and had little impact on Member States or other constituencies. This was mainly caused by the fact that the foresight activity constituted itself as an actor in the field. By focusing on foresight studies and methodological development itself, it lost itself in ideological struggles between different foresight intellectuals and schools. Partially influenced by this bad result, the approach since the mid-1990s has concentrated on a foresight activity that was much more in line with the "Laboratory of ideas" approach whereby UNESCO takes the role of disseminator of a great diversity of ideas and scenarios on the future, in a variety of disciplines and produced by a variety of experts, rather than itself being a player in the field and taking a position in ideological discussions.

1.2 Major Evolutions

Over the past decade, the Anticipation and Foresight function at UNESCO has undergone several transformations in its role and in its place within the Organisation. An overview is given below. Although the first years of the existence of Anticipation and Foresight are important to understand its current place in the Organisation, the present evaluation concentrates on the period from 2000 onwards.

Sept. 1997	Launch of the first programme activity with the 21st Century Talks and Dialogues series
1998	The Analysis and Forecasting Unit was reinforced and replaced by the Analysis and Forecasting Office (AFO). Under the direct authority of the Director-General, this Office was responsible for consolidated tasks of reflection, analysis and forecasting on key issues involving UNESCO in order to anticipate how certain phenomena would develop and to outline the main lines of general policy and action
1999	The newly appointed Director-General decided to incorporate various units attached to the General Directorate in programme Sectors. Thus the AFO was placed under the direct authority of ADG/SHS.
2000	AFO remained a separate entity within the SHS Sector and became the Division of Anticipation and Prospective Studies (APS).
2001	The Director-General decided to transfer Philosophy and Human Sciences activities to the APS division. The division was renamed “Division of Foresight, Philosophy and Human Sciences”, with two Sections, one for Philosophy and Human Sciences (PHS) and one for Foresight activities (FOR).
2006	Foresight activities, previously conducted out of the Foresight Division, directed out of the newly created Foresight Division (SHS/FOR).

1.3 Objectives, key activities, beneficiaries and intervention logic

UNESCO’s Foresight programme has the following objectives:

- To contribute to UNESCO’s function as a “laboratory of ideas”
- To promote greater awareness about the importance of anticipation and foresight thinking
- To facilitate the formulation of strategies and policies to provide timely preventive responses to identified challenges
- To sensitize on the need to build national and regional capacities in the field of anticipation and foresight

UNESCO’s Foresight programme has two main activities:

- Preparation and development of the *UNESCO World Report*, an interdisciplinary forward-looking report, dedicated to a new theme every two years;
- *The 21st-Century Talks and Dialogues*, forums for prospective reflection and future-oriented debate that gathers together leading figures from different regions of the world.

The dissemination of articles, dedicated to major future-oriented themes that are published in leading newspapers and academic journals in different regions of the world, and through radio and television programmes, is conducted within the framework of each activity.

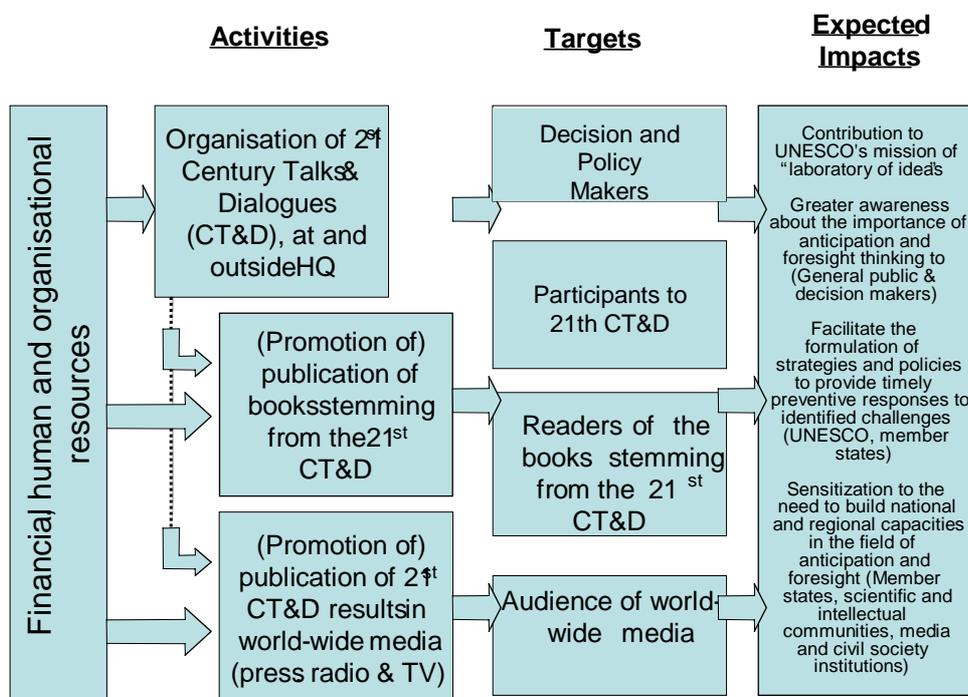
The intended beneficiaries of the Anticipation and Foresight activities are the following:

- UNESCO General Directorate, Secretariat and Programme Sectors
- Member States, decision makers, opinion leaders
- Scientific and intellectual communities, media and civil society

- Public at large

The above elements allow us to draw the following (simplified) representation of the intervention logic of the UNESCO Foresight activity (Exhibit 1).

Exhibit 1 Simplified intervention logic of UNESCO Foresight activity³



A more complete intervention logic, on which this representation is based, is annexed to this report.

1.4 Budget

Exhibit 2 presents the evolution of the budget of the Anticipation and Foresight Programme. The figures were extracted from the UNESCO Approved Programme and Budget and the Administrative Unit of the SHS Sector.

³ Source: documentation (see Appendix D); interviews with Foresight Section.

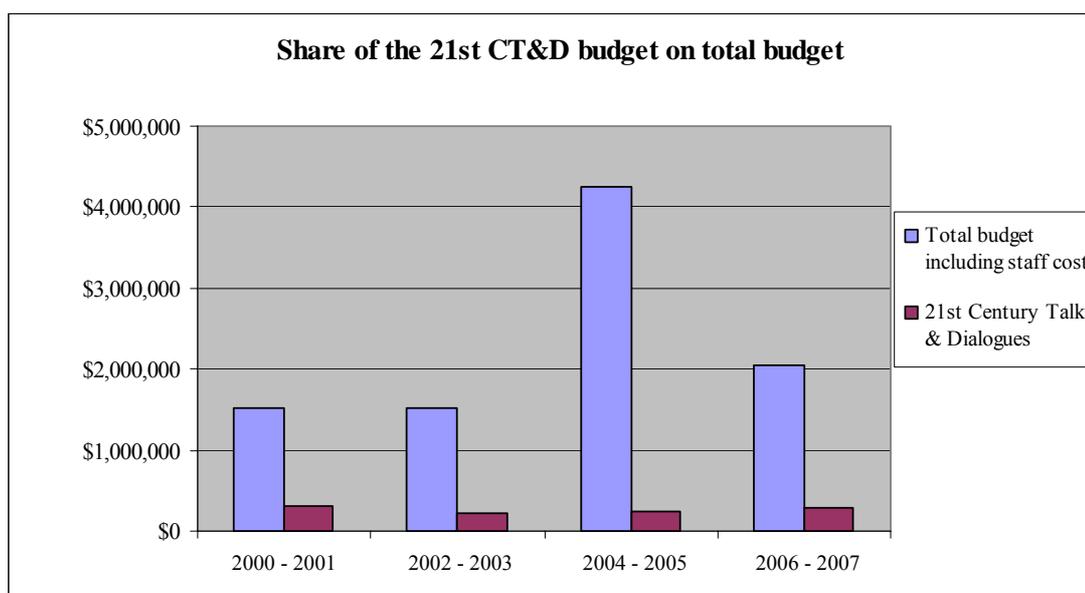
Exhibit 2 Evolution of the Approved Budget for the Activities Evaluated

	Regular Budget		Extrabudgetary funds	Total Budget (US\$)
	Staff ⁴	Activities		
30 C/5 2000-2001	\$815 800	\$701 600	\$0	\$1 517 400
31 C/5 2002-2003	\$509 800	\$219 680	\$19 996	\$749 476
32 C/5 2004-2005	\$2 577 000	\$468 400	\$202 270	\$3 247 670
33 C/5 2005-2006	\$1 255 000	\$285 000	\$0	\$1 540 000
Totals	\$5 157 600	\$1 674 680	\$222 266	\$7 054 546

Source: Approved Programme and Budget 30C/5, 31C/5, 32C/5, 33 C/5

Exhibit 3 shows that the 21st Century Talks and Dialogues only represent a minor share of the Section's budget (the remainder being consumed by the preparation of the World Report which is outside of the scope of the present evaluation). The higher share in 2000-2001 is explained by the fact that this is the last biennium in which "Dialogues" were organised.

Exhibit 3 Share of the 21st CT&D budget on total budget



Source: Approved Programme and Budget 30C/5, 31C/5, 32C/5; 33C/5; verification by FOR in US\$

During the 30 C/5 (2000-2001) the unit was staffed with one D2 (DIR/FPH), one P4, one P3 and one G5 (secretary).

⁴ The staff cost for the 31, 32 and 33 C/5 periods includes staff working on the World Report Activity. The figures could not be broken down for better comparability with the programme budget figures used in the evaluation.

During the 31C/5 (2002-2003) there was a decrease in staff concerning one P4 and one P3 (these two posts were merged to create a P5 post). The unit was staffed with one D2, one P5, and one G5.

During the 32 C/5 (2004 - 2005), at the request of the ADG/SHS, two P3's were recruited (cf ADG/SHS/04/Mémo 014). The division was supposed to be staffed with one D2, one P5, two P3's and one G5. However, the situation proved such that one P3 was cancelled in 2004 and one is not directly linked to the Foresight programme. [See full details in the following paragraph].

During the current 33C/5 (2006 – 2007), the division is staffed with one D2, one P5 (vacant), and one G5.

Behind these figures, the reality appears a little more complex as testified by FOR⁵:

1. 2000-2001: during this period, Foresight had neither P4, nor P3. The P4 was seconded to the Bureau of Studies, Programming and Evaluation (BPE) in March 2000 (DG/Memo/00/04 of 25/02/2000) and transferred definitively to BPE on 29 June 2000 (Memo ADG/ODG/LS/00/83). In May 2000, the nomination of a P3 stopped and the P3 post was published again in autumn 2000.
2. 2001-2003: the P4 post became a P5 (April 2001). The vacancy announcement was published on 20 June 2001 and a candidate was recruited in September 2002 to start on 13 January 2003. This did not come about and the nomination was cancelled on 10 April 2003, following which a new recruitment procedure was launched. In July 2003 a P3 was nominated to start working on 15 September 2003.
3. 2004-2005: the selection procedure for the P5 did not lead to a recruitment. In mid-2004, the holder of the P3 was transferred to “Human Security” without being replaced in the foresight division.
4. The FOR Division today has one D2, one secretary (staff) and a P5 (currently vacant).
5. Cost savings from vacant posts during the period under study were used to engage temporary staff.⁶

2 Evaluation purpose and scope

The overall purpose of this evaluation is to learn lessons from UNESCO's actions in the field of Anticipation and Foresight. The evaluation aims to improve performance

⁵ Source: based on a written communication to the evaluators by FOR.

⁶ Source: information provided by the Administrative Unit of the Social and Human Sciences sector.

by providing knowledge to assist decision-making, and should be useful in informing future programme direction.

The Terms of Reference highlight the following overall evaluation objectives:

- Relevance of the anticipation and future study activities to Member States' needs and priorities
- Comparative advantage vis-à-vis alternative means of programme delivery, and vis-à-vis other organizations working in this area⁷
- Main results and impact of the activities in promoting research, and public debate and dialogue
- Effect on promoting and incorporating future-oriented thinking into UNESCO programmes

The evaluation assesses the results and impacts of the activities in promoting UNESCO's role as a forum of anticipation and future-oriented thinking, excluding the "UNESCO World Report", and giving a particular attention to the *21st Century Talks* series.

3 Evaluation methodology

This section summarises the evaluation design and methods that were used to reach the evaluation findings. The choice of evaluation tools and techniques was constrained by the time, resources and information available and the nature of the activities and outcomes being evaluated. These constraints give rise to limitations of the evaluation approach. It is important to understand these limitations and to consider them when interpreting the evaluation findings.

3.1 Objectives

As described in the introduction and following its terms of reference (see Appendix A) the present evaluation aims to analyse: (1) the results achieved and lessons learned through the delivery of the Foresight and Anticipation programme; (2) the future orientations of Foresight and Anticipation activities.

3.2 Evaluation Methodology

In order to fulfil the objectives of this evaluation, the Evaluators have used a combination of desk research, and in-depth phone and face-to-face interviews with the following underlying logic.

⁷ Due to time and resource constraints it was not possible to analyse this evaluation objective.

- Each of the methods specifically contributes to the final objective of the evaluation as described in the terms of reference;
- The methods are combined so as to best use their respective inputs (“triangulation”)

At an operational level, the evaluation consisted of preliminary interviews and document study at UNESCO Headquarters, in-depth phone and face-to-face interviews, and analysis of materials, drafting conclusions and recommendations.

3.2.1 Desk study

The study started with a review of relevant documents to identify pre-existing information, including:

- Documents relating to UNESCO’s strategies and goals, i.e. UNESCO’s *Medium Term Strategy* (31C/4), UNESCO’s approved programme and budget for biennia 2000-01, 2002-03, and 2004-05 (30 C/5, 31 C/5, 32 C/5)
- Reports of the Director-General on the results of the activities of the Organisation (31 C/3, 32 C/3, 33 C/3)
- UNESCO Executive Board and General Conference reports
- Internal documents: Memos, DG/Notes
- Desk study report prepared by the Foresight Division
- Past evaluation reports

A complete list of relevant official documents related to UNESCO’s action in Foresight and Anticipation studied for this evaluation is provided in the annexe to this document (summary of information sources).

3.2.2 De visu interviews at UNESCO Headquarters

Preliminary individual interviews with relevant UNESCO stakeholders were held, in particular the Internal Oversight Service and the Social and Human Sciences Sector. These meetings were performed in order to seize the main stakes and expectations from the evaluation.

A list of preliminary interviewees is provided in Appendix B.

The use of *interviews* as an evaluation method helped to fill in gaps in information following the documentary review. Interviews were conducted to provide verification of data collected through other sources and assisted in the process of triangulating findings.

3.2.3 In-depth interviews with partners and stakeholders

Due to geographical distance in-depth interviews, were mainly conducted by phone with representatives or former representatives of Members States, prominent

members of the intellectual and scientific community acquainted with the programme, and members of the media community.

A list of interviewees is included in Appendix B.

3.3 Limitations

There are no major limitations affecting the validity of the analysis and related recommendations. However, some weaknesses should be stressed in order to improve similar initiatives in the future.

In the absence of data concerning the participants to the activities organised – understandable since entrance was free of charge and no registration was required – it was not possible to conduct a comprehensive survey among final beneficiaries of the activities (e.g. attendees to 21st Century Talks; readers of the publications issued by the Division of Foresight Activities). In some cases possible “spokespersons” for such beneficiary groups could be identified and interviewed. That is, in the case of books stemming from the activity, this consists of analysing the anticipations of publishers with regard to their readers; in the case of journal articles, this consists of analysing the anticipations of journalists and editors.

Assessment of the scientific quality of the programme’s outputs and their impact on beneficiaries was covered by the desk review, as well as the in-depth interviews.

4 Evaluation findings

The present section responds to the different evaluation questions formulated in the Terms of Reference (see Appendix A).

4.1 Results

The activities of the Foresight and Anticipation Programme have major support from UNESCO Member States. The *21st Century Talks and Dialogues* are generally viewed as dealing with crucial issues for the future, debated by highly competent and diverse specialists, who contribute with highly relevant analyses. There is major evidence that Member States' representatives appreciate the foresight effort made by UNESCO. There is general agreement that Foresight and Anticipation are major missions of UNESCO as testified by scrutiny of all General Conference and Executive Board meeting minutes over the period concerned. Member States often underlined the importance of the *21st Century Dialogues and Talks* within the foresight activity explicitly.

At least the following Member States have over the period under scrutiny explicitly and positively referred to the 21st Century Talks and Dialogues as being an important component of UNESCO's Foresight and Anticipation activity (in alphabetical order):⁸ Algeria, Argentina, Australia, Belarus, Egypt, France, Germany, Greece, Republic of Korea, Iceland, India, Italy, Lebanon, Mali, Morocco, Oman, Pakistan, Portugal, Romania, Senegal, Slovenia, Turkey. Many more Member States explicitly confirm UNESCO's leadership role and mission in Foresight and Anticipation and warn that this should not be weakened in the future. Finally, many Member States explicitly confirm that UNESCO should play a role in the anticipation of ethical issues (in particular, bioethics is a topic of concern); issues relating to the information society; and more generally, issues related to the knowledge society. These are all topics which have generally been high on the agenda of the Foresight and Anticipation Programme and frequently figure on the programme of the *21st Century Talks and Dialogues*.

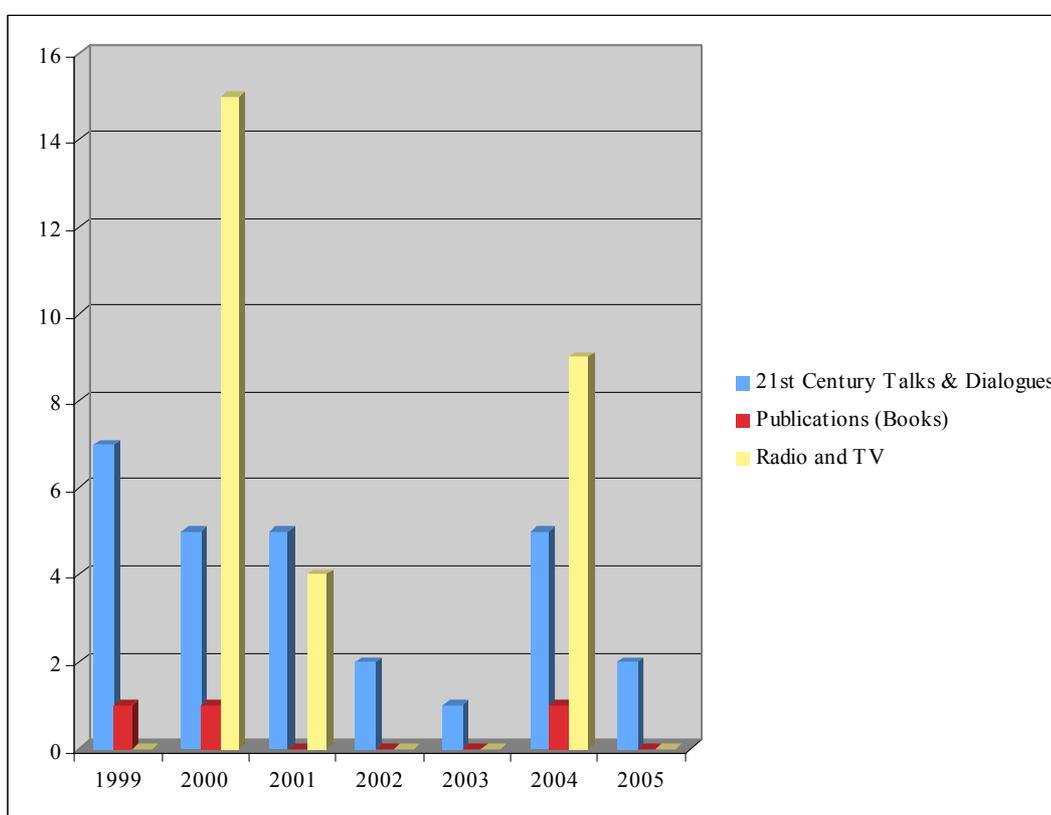
Exhibit 4 shows the number of outputs of the Foresight and Anticipation Programme for 1999-2005. This demonstrates that, with the exception of 2003 and to a lesser extent 2002, the production of the programme was relatively stable. According to interviews with Foresight Section representatives, the low activity in 2003 is explained by the fact that most of the effort that year was absorbed by the preparation of the World Report and the publication, "The Future of Values." Appearance in the media (yellow in the histogram), counted in number of events, was highest in 2000

⁸ Source: General Conference and Executive Council Minutes of Meetings

because of an active contribution of the Unit to radio and television programmes, especially numerous to celebrate the millennium (see below for further detail).

It should be noted that the radio and television programmes cited here concern those that were actively contributed to by the Foresight Section. There are probably very many more radio and television programmes that have covered the activities of the Foresight and Anticipation Programme without there necessarily being a track record of these. Ad hoc interviews given by DIR/FPH while on mission for instance, are often not tracked, and it is even unclear “whose microphones” are held in front of the UNESCO Foresight and Anticipation representative so the actual diffusion of the activities can be presumed to be far greater than through the programmes listed in the annexe, on which the graph below is based.

Exhibit 4 Number of outputs of the Foresight and Anticipation Programme (1999-2005)



Source: Technopolis calculations based on the reported results (C/3 and EX/4 documents)

The following table (Exhibit 5) provides a comparison between the expected results as planned in “UNESCO’s Approved Programme and Budget” on the one hand, and the programme’s reported results on the other hand. We have highlighted (in italics) the expected results which could not readily be identified in the reported results. This shows that, in particular, the creation of national capacity for anticipation and future-

oriented study in UNESCO Member States is an expected result that has difficulties being realised throughout the whole period.

A weak point underlined in interviews relating to the practical organisation of the Talks and Dialogues sessions (not the publication of books, articles or apparitions in the media), is that not enough time is reserved for exchanges with the audience. A brief satisfaction survey at the end of each event could have detected this and maybe other such “operational” issues for which remedies can easily be found. More generally, speakers and the one journalist interviewed are of the opinion that interaction with the public can still be improved.

Exhibit 5 Comparison of the expected results as planned in UNESCO's Approved Programme and Budget and the programme's reported results

Biennium	Expected results (C/5) (points that have been weakly addressed are in italics)	Reported results (Source C/3 and EX/4 documents)
2000-2001	<ul style="list-style-type: none"> Promotion, among Member States, the organizations of the United Nations system, IGOs, NGOs, institutions and foundations, of the decisive importance of future-oriented studies directed towards action in UNESCO's fields of competence, so as to face the challenges of the twenty-first century 	<ul style="list-style-type: none"> Publication and dissemination of <i>The World Ahead: Our Future in the Making</i>, in English, Spanish, Catalan, and Vietnamese. The publication was widely covered by International Media
	<ul style="list-style-type: none"> Better anticipation by UNESCO and its Member States of major trends and foreseeable needs in UNESCO's fields of competence up to 2020 and beyond, with a view to outlining approaches that will enable preventive action to be taken in good time on the problems and challenges identified 	<ul style="list-style-type: none"> Dissemination, together with the future oriented report <i>The World Ahead</i>, of a synoptic information and discussion document intended to guide preventive action on major future-oriented themes. Future oriented contribution to the Interim Report of the Task Force on UNESCO in the Twenty-first Century (159 EX/39, part II and Annex)
	<ul style="list-style-type: none"> Greater awareness on the part of the intellectual and scientific community, the general public and national authorities of the importance of future-oriented reflection and of future challenges in UNESCO's fields of competence, which may lead to <i>the creation or development within Member States of national capacities for anticipation and future-oriented study</i> 	<ul style="list-style-type: none"> Organisation of eight Meetings of the "21st Century Talks" and a series of "21st Century Dialogues" in UNESCO HQ and of a Meeting of the "21st Century Talks" in Durban (South Africa) Publication of the first anthology of the series of "21st Century Talks and Dialogues" in French under the title <i>Les Clés du XXI^e Siècle</i>
	<ul style="list-style-type: none"> Greater awareness among the public and decision-makers in the various regions of the world of the importance of anticipation and future-oriented thinking in UNESCO's fields of competence, in particular through: the organization of a future-oriented and transdisciplinary "21st Century Dialogues" meeting; the series of "21st Century Talks"; intellectual assistance for future-oriented meetings held away from Headquarters; an awareness-raising media and publications drive 	<ul style="list-style-type: none"> Organisation of the <i>Twenty-first Century Forum</i> in partnership with the EXPO 2000 World Exhibition in Hanover and publication of its proceedings in English. Series of radio programmes entitled « 2000 », produced in partnership with RFI and broadcast worldwide, with 11 broadcasts on topics deriving from <i>The World Ahead</i>. The television channel Forum produced adapted versions of some of the Twenty-first Century Talks, widely disseminated
2002-2003	<ul style="list-style-type: none"> Future-oriented dialogue and debate promoted in UNESCO's fields of competence; better anticipation of foreseeable trends and emerging challenges concerning <i>the status of women</i>, and the improvement of policy design in this field 	<ul style="list-style-type: none"> Holding of a "Twenty-first Century Talks" in Barcelona and of two "Twenty-first Century Talks" and a "Twenty-first Century Dialogues" in UNESCO HQ
	<ul style="list-style-type: none"> Greater awareness promoted among the general public and decision-makers about the major challenges of the future and the importance of future-oriented thinking in UNESCO's fields of competence, through publications, an awareness-raising media drive worldwide <i>and use of the Internet</i> 	<ul style="list-style-type: none"> Dissemination of key future-oriented messages through Media Campaigns Publication of the Arabic version UNESCO's future oriented report <i>The World Ahead: Our Future in the Making</i>
	<ul style="list-style-type: none"> Future-oriented thinking and incorporation of this dimension in UNESCO's programmes and approaches promoted 	<ul style="list-style-type: none"> Launch of a new activity with the drawing up every two year of a UNESCO World Report, the theme chosen for the first report « building knowledge societies » served to strengthen cooperation with the programmes and Sectors concerned
	<ul style="list-style-type: none"> <i>Better anticipation by UNESCO and by Member States of the main foreseeable trends in UNESCO's fields of competence in order to facilitate the formulation of strategies and policies to provide timely preventive responses to identified challenges</i> 	<ul style="list-style-type: none"> Publication of the first anthology of the series of "21st Century Talks and Dialogues" in English under the title <i>Keys to the 21st Century</i> and in Spanish
2004-2005	<ul style="list-style-type: none"> Better anticipation of the foreseeable trends and emerging challenges in UNESCO's fields of competence 	<ul style="list-style-type: none"> Publication of the Arabic version of the <i>Keys to the Twenty-first Century</i>
	<ul style="list-style-type: none"> Sensitization of Member States, scientific and intellectual communities, the media and civil society institutions to the <i>need to reinforce national and regional capacities</i> in the field of Anticipation and Foresight 	<ul style="list-style-type: none"> Holding of six "Twenty-first Century Talks" in UNESCO HQ and of a two-days session of "Twenty-first Century Dialogues" in Seoul Publication of the second anthology of the series of "21st Century Talks and Dialogues" in English, French, Spanish, Arabic and, Catalan; Chinese, Korean, Russian Portuguese and German versions in preparation

During the period 1999-2005, over 95 speakers were invited to 27 *21st Century-Talks and Dialogues*. The invited speakers were leading members of the world's intellectual and scientific community: philosophers, writers, scientists, sociologists, decision makers, academics etc., from a great diversity of scientific disciplines and thematic areas. In these *21st Century-Talks and Dialogues*, 118 speeches were given, i.e. only 19% of the speeches were performed by a speaker from a previous session. Out of the 95 speakers, only two were invited to more than 3 talks over the period concerned.

There is evidence that European speakers, and more particularly French, are slightly over-represented in the overall talks. The Foresight and Anticipation Section explained this stronger presence by the fact that budgetary reasons meant most of the "Talks" were organised at Headquarters, which happens to be based in Paris. Given the budget constraints, the events could not be organised around the globe and locals could be invited more easily.

The strategy to counter this phenomenon is to organise events outside Headquarters (as was the case for the "Dialogues" organised in Seoul, Durban and Barcelona, as well as for two planned events in Bangkok and Mexico, which were cancelled due to budgets cuts outside the influence of the Foresight Division). Furthermore, other events associated with the *21st Century Talks* included the 21st Century Forum, the Millennium Agenda and other conferences of the World Future Studies Federation. A second strategy to disseminate the direct results of the activity more widely concerns the mobility of the Division. This can be analysed in order to better understand the potential influence of the programme. The Division (represented by its Director) conducted about 34 missions⁹ in 19 countries during the period 2000-2004, hence 6 a year on average.¹⁰ The Director of the Anticipation and Foresight Programme was invited as a speaker to several international conferences on future-oriented themes.¹¹ For 2002-2004¹², about 70% of the costs of these visits were covered by the organisers of the events, the remainder being covered by UNESCO.

4.1.1 Geographical presence

The *21st Century Talks and Dialogues* are, for budgetary reasons, predominantly organised at UNESCO Headquarters. From 1999 to 2005 only 3 out of the 27 Talks and Dialogues were held outside of UNESCO Headquarters:

- The 19th Meeting of the Twenty-first Century Talks: "The New Aspects of Racism in the Era of Globalization and the Gene Revolution", 3 September 2001, Durban (South Africa)
- 22nd Meeting of the Twenty-first Century Talks: "Twenty years after: what future for the fight against AIDS?", 7 July 2002, Barcelona (Spain)
- The Twenty-first Century Dialogues on the theme "Knowledge Societies", July 2004, Seoul (Korea)

⁹ Excluding the three *21st Century Talks and Dialogues* organised outside UNESCO HQ

¹⁰ No data for 1999 or 2005

¹¹ The detailed mission reports are the only pieces of evidence describing in detail the type of audience of these events

¹² No data for 2000 or 2001

Moreover, the section has organised or participated in a series of events outside Headquarters (Expo 2000 in Hamburg, Millennium Agenda in Latin America, Club of Rome Conferences, etc.). Two other events programmed to take place outside Headquarters (in Bangkok and Mexico) did not take place because the budget, which was approved by the General Conference, was cut for reasons beyond the control of the Foresight Division. This forced the Foresight Section to organise most of the events at Headquarters.

Even though 24 out of 27 events were organized at Headquarters, the dissemination strategy was targeted globally and translations (of the books stemming from the activity) were published in English, French, Spanish, Arabic, Portuguese, Catalan, Chinese, Korean and Russian.

The two main activities of the programme evaluated, i.e. the organisation of the *21st Century Talks and Dialogues*, and the publication of books and articles dedicated to future-oriented themes, have all to different degrees been the subject of articles in the press. An overview of the press coverage by region is given in the Annex F. These results are based on the clippings provided by the Foresight and Anticipation Section and are **not meant to be exhaustive**. However, they give an overall indication of the dissemination of the programme results.

In a dynamic perspective, one observes that Latin America and Asia-Pacific have been increasingly well covered at the (relative) expense of Europe and North America which, in absolute terms, are covered best throughout all three biennia considered here. According to the clippings provided to us by the Foresight and Anticipation Section, the Arab States, but especially Eastern Europe, seem to have the least press coverage of the programme's events.

4.1.2 Citation in the media

Until mid 2004, the programme also benefited from several citations in the media. Appendix I shows that in the first part of the period under scrutiny, a real effort was made by the Division to disseminate the results of the programme. In 2004 there were a series of radio interventions by the head of the Division in order, notably, to give publicity to the publication of *"The Future of Values"*.

Again it should be noted that the radio and television programmes cited below concern those that were actively contributed to by the Foresight Section. There are certainly many more radio and television programmes throughout the world that have covered the activities of the Foresight and Anticipation Programme without there necessarily being a track record of these. Ad hoc interviews given by DIR/FPH while, for instance, on mission, are often not tracked. In fact, it is unclear whose microphones are held in front of the UNESCO Foresight and Anticipation representative and the actual diffusion of the activities can be presumed to be far greater than through the programmes listed in Appendix I.

4.1.3 Profile of the beneficiaries

A distinction should be made between the three types of direct beneficiaries of the events:

- The attendees at the “21st Century Talks and Dialogues”, amounting to hundreds
- The readers/users of the books stemming from the events, estimated in the 1,000s to 10,000s
- The media audience (newspapers and radio/TV)

Although the above distinction shows that the main impact of the Foresight Programme should not be expected from the organisation of the events per se, the evaluators find it regrettable that the Division was unable to provide lists of attendees at the different events. In the absence of such monitoring of direct effects, it is difficult to obtain a clear picture of this group of direct beneficiaries of the programme and the direct or indirect effects the programme may have.

As concerns the second group of beneficiaries, interviews with representatives of publishing houses revealed that the targeted audience amounted to the 1000s to 10 000s copies per language. Books are generally published in several thousands of copies but through libraries have a broad impact. The targeted audience generally consisted of academics, “informed lay public,” and others interested in ideas on the future-oriented studies, ethics, and the knowledge society. The first anthology of the series of “21st Century Talks” (*Keys to the 21st Century*) was published in English, French, Spanish, Arabic, Russian, Chinese and Portuguese. It was also published in India, in a second English edition, and there were two Arabic versions.

The second anthology was published in English, French, Spanish, Arabic, and Catalan, and is in print in Russian, Chinese, Portuguese, Korean and German. There were two Arabic versions, and two Spanish ones: one for Spain, and one for Latin America.

Finally, according to the newspaper clippings, articles normally appear in high quality journals of Member States and target an audience of tens to hundreds of millions.

4.2 Cost and benefits

If one divides the total budget of the activities over the 1999-2005 period (US\$1,674,680) by the number of “events” (i.e. a 21st Century talk or dialogue, or the publication of a book – a total of 48) the average cost for UNESCO (excluding staff costs) for the organisation of one “event” is US\$34,889, and decreases to US\$22,035 if explicitly counted radio/TV broadcasts are included.¹³

This figure is to be interpreted with caution in the sense that this also includes all “marketing” and “dissemination” activities undertaken by the Division, such as the time spend on missions and lectures given abroad, as well as publications in the press. Furthermore, in the absence of data on the actual impact of the programme, it does not inform about the leverage effect of the programme to which the cost should be compared. A calculation of such a leverage effect would take into account the lever in terms of the costs made by publishing houses to edit and distribute books stemming

¹³ These figures are calculated on the basis of 21 publications. On the basis of 3 book titles (i.e. not counting all the translated versions), the average cost for UNESCO (excluding staff costs) for the organisation of one “event” is \$55,822 and decreases to \$28,873 if explicitly counted radio / TV broadcasts are included.

from the Division's activities, by journal editors to cover the events, and consequently, the "benefit" in terms of the audience reached. In order of magnitude, the events per se have reached several thousands of people (attendees at the events); the books (in different languages) would reach tens of thousands of people, still quite highly targeted; the media coverage would reach an audience of tens of millions, however, probably with a far more diffuse impact.

5 Conclusions

This section combines the objectives of this evaluation and the objectives of the Anticipation and Foresight Programme. The different sections are organised following the different evaluation criteria, i.e. relevance, effectiveness, efficiency and impact. The section finishes with lessons learnt.

5.1 Relevance

Relevance is defined as the question whether the objectives of an intervention correspond to the needs of the groups it targets. In order to analyse relevance one should, therefore, clarify the objectives of UNESCO's Anticipation and Foresight activity; the target groups of this activity, and the link between the two. Concretely, the question to be answered is to what extent the activities under scrutiny are aligned with or informing the development of the UNESCO Member States' collectively expressed needs and objectives (as documented in the records of UNESCO's governing bodies).

In analysing the relevance of the Anticipation and Foresight activity, two levels can therefore be distinguished:

- the relevance of UNESCO having an Anticipation and Foresight activity *per se*
- the relevance of the current objectives of the Anticipation and Foresight programme for its target groups

The evaluation results, and in particular the interviews with different stakeholders, show that it is relevant, *if not vital*, that UNESCO have an Anticipation and Foresight activity. The role of this would be to detect important potential future evolutions in order for UNESCO to feed this back into UNESCO strategy and act in a timely manner on new events related to fields lying in its mandate. Over the past 5 years, the Anticipation and Foresight programme has dealt with a large number of important issues for the future in a great variety of topic areas.

However, there is no explicit link with the activities, especially development of the medium-term strategy, of the Bureau of Strategic Planning of UNESCO. The Bureau of Strategic Planning does not take into account in its own work, the results produced by the Foresight activities. In addition, sectors currently lack their own foresight capacity and do not benefit from the results of the Foresight activity.

This does not mean that an Anticipation and Foresight activity should be solely at the service of strategic planning of UNESCO Headquarters or Sectors – this would probably result in too narrow a scope for any foresight activity. However, the current situation represents the other extreme: there is no evidence that the Anticipation and Foresight function responds to the current needs in anticipation and foresight of UNESCO. Inversely, Bureau of Strategic Planning at UNESCO does not explicitly pose a demand on the Foresight Division for the latter to inform strategy better.

All interviewees, both internal and external to the Organisation, stated that UNESCO is in strong need of an Anticipation and Foresight function that allows it to create a vision, which, in turn can feed into UNESCO's strategic policy making effort. This role is confirmed by the statements of UNESCO Member States in Executive Board and General Conference meetings. Today, no internal or external function fulfils this role in a fully satisfactory and systematic way. The Anticipation and Foresight Programme and the Bureau of Strategic Planning do not work hand in hand to fulfil this function.

As concerns the second level of relevance – whether the objectives are relevant for target groups, in particular UNESCO Member States – again, UNESCO being able to provide Member States with anticipation and foresight capacity, especially those Member States who traditionally do not have such a capacity in areas of Science and Education, is seen as extremely important and relevant. It is suggested that the Anticipation and Foresight programme may want to take these needs into account even more carefully in the future. This will be discussed further in the next section.

5.2 Effectiveness

Following the terms of reference, the analysis of effectiveness of the foresight programme should cover the following two items:

- Determine to what extent the past five years (2000-today) of the Foresight programme activities have achieved satisfactory progress toward the overarching objective of promoting UNESCO's role as a forum for anticipation and future-oriented thinking
- Examine whether the programme has achieved satisfactory progress towards the specific objectives of each of its activities

The objectives of the programme, throughout the period under scrutiny (and more generally since its start), have been translated into the same operational mechanism, namely the organisation of *21st Century "Talks and Dialogues"* and derived products (books, programmes, missions of the Division's head, press articles) as well as a series of contributions, of the Director of the Foresight Division, to international events. Furthermore, other events associated with the *21st Century Talks* included the 21st Century Forum, Millennium Agenda as well numerous conferences of the World Future Studies Federation. An original idea in the beginning, one should ask oneself today whether this model has been or is able to respond to all the objectives it is expected to fulfil and to what extent it is useful to complement new types of activities or new types of content.

The model, and the way in which it has been implemented, is very effective in many respects. It has shown an ability to attract, throughout the whole period, reputable scientists and intellectuals who, following our interviews, have elaborated on the relevant issues in their area of competence and adapted these for the specific purpose of UNESCO.¹⁴ Contributions came from a very wide range of sciences and

¹⁴ Although we were only able to interview a limited set of speakers, those interviewed without exception confirm to have prepared specific addresses for the UNESCO event they were invited to.

disciplines, and from world-known scientists ranging from Chemistry Nobel Laureate Ilya Prigogine to the famous anthropologist Arjun Appadurai – to only cite only two of them. As confirmed by interviews, UNESCO’s aim is to stay at the cutting-edge of scientific thought and the Foresight programme activities have contributed to UNESCO’s role as a forum for anticipation and future-oriented thinking.

The events and publications stemming from the Anticipation and Foresight programme are generally thought to be of high quality, interesting and relevant. Therefore, reinforced by the good press coverage all over the world, and by the strong and visible support of this activity by the two subsequent Directors-Generals, the activities organised by the Anticipation and Foresight Programme provided very good publicity for UNESCO *in general*. However, it is not the objective of the foresight function to make publicity for UNESCO *per se*.

Hence, the Foresight programme is useful, relevant and effective in many respects – but this does not mean that it achieves all its assigned objectives. The analysis shown in this report shows that there are two types of objectives where improvements can still be made, namely (1) explicit feed-back of the ideas stemming from the programme into strategy of UNESCO and policy design; (2) responding to the need of Member States with regard to building capacity in the area of anticipation and foresight, which, as we saw above, is a real need – but which also may be too ambitious an objective given the relatively small budget of the programme. While the programme has contributed strongly toward the overarching objective of promoting UNESCO’s role as a forum for anticipation and future-oriented thinking, it has been less successful in achieving satisfactory progress toward the specific objectives of each of its activities. In particular, it has not targeted Member States’ needs in the area of capacity building in Anticipation and Foresight well enough. This is reinforced by several pieces of evidence:

- Scrutiny of the realisation of objectives (comparing C/3 and EX/4 against C/5) shows that there is no declared evidence that the issue of reinforcement of national capacities in the area of anticipation and foresight is specifically addressed. This seems to be in contradiction of the explicit support, identified in Executive Board and General Conference meetings, that Member States give to the Foresight and Anticipation function of UNESCO in general, and to the activities organised by the Foresight Division in particular.
- For reasons of budget and logistics, the Foresight and Anticipation Division has been forced to organise most of the 21st *Talks and Dialogues* at UNESCO Headquarters, in Paris. This has led to a decrease of potential diversity in speakers in comparison to the hypothetical situation in which the “Talks” could have been organised around the globe.
- In the absence of knowledge about the actual participants at the events, the actual readers of the books and the actual audience of the media, it is difficult to firmly state that UNESCO does *not* meet the needs of the different Member States. However, it is clear that the modality of implementation chosen does not aim to actively transfer knowledge to Member States that would be in need of Foresight capacity (e.g. through training, dedicated workshops in Member States, methodology development on Foresight and Anticipation tools, etc.). Overall, this means that the objective of capacity building regarding Anticipation and Foresight eventually may be achieved only through *indirect* means and in a quite *passive*

way, i.e. through publications stemming from the events organised by the Division and hoping that these are adopted, and the results put into practice, by the relevant communities.

- Interviews with Member States representatives and other types of stakeholders generally confirmed the absence of a direct response to needs of Member States in building capacity of the activities of the Anticipation and Foresight Programme. It should be added, however, that these needs are not well-defined (it may have been the role of the Division to do so) and the expectation is that the need and the type of need will greatly vary between countries
- Interviews with two representatives from the publishing world showed that the audience targeted is mainly academia interested in the topics that are discussed in the publications stemming from the Anticipation and Foresight activities. The link to capacity building of Member States is indirect and may not even be explicit.

It is important to note that there is a doubt as to whether building national capacity in the area of Foresight and Anticipation would really be the objective of the “Talks and Dialogues” but rather, of the World Report. In-depth scrutiny of C5 documents and Resolutions of the General Conference does not provide a clear-cut distinction and the objectives would therefore benefit from further clarification. More generally, in the evaluators’ view, such an objective may be too ambitious given the small budget reserved for the Foresight activity, even when taking into account the World Report – providing hands-on foresight capacity building would be more the competence of a UNESCO-institute, and cannot be expected to take place through a series of lectures on issues related to the future.

5.3 Efficiency

Following the terms of reference, the analysis of effectiveness should analyse whether progress is achieved at an acceptable cost, compared with alternative approaches to accomplishing the same objectives (efficiency).

As indicated earlier, the average cost to UNESCO for the organisation of one “event” is US\$34,889 (or US\$55,822: see footnote 13) or US\$22,035 if radio/TV broadcasts are considered.

This figure is to be interpreted with caution in the sense that this also includes all “marketing” and “dissemination” activities undertaken by the Division, such as the time spend on missions and lectures given abroad, logistics, preparing publications etc. Furthermore, in the absence of data on the actual impact of the programme, **it does not inform about the leverage effect** of the programme to which the cost should be compared. A calculation of such a leverage effect would include additional costs made by, in particular, publishing houses to edit and distribute books stemming from the Division’s activities and the audience reached.

A calculation of the cost-effectiveness would, therefore, need a clearer picture of the audience that is actually reached through the activities delivered by the programme in terms of – *a minima* – attendees at conferences (several hundreds, highly targeted); readers of the books and other publications published (estimated in the 10,000s, more loosely targeted); audience of the press that is covering the activities of the programme (estimated at millions – but with a more diffuse impact).

The evaluators are of the opinion that not all routes for dissemination have been exploited well enough to create greater impact at a relatively low cost. In particular, the possibilities and opportunities provided by the Internet could still be better exploited.

Efficiency of the programme could also be increased if the Bureau of Strategic Planning and the Sectors would express clearer demands and requirements to the Programme. According to the Foresight Division, it has itself made several attempts to be of value to the parts of UNESCO in need of Foresight and Anticipation capacity but regrets the absence of concrete demands on behalf of these other parts of UNESCO. Clearer demands and requirements would allow the Foresight Division to better fine-tune its contributions and be, at the same cost, of higher utility for strategy formulation and vision within UNESCO. Connections between UNESCO Headquarters and the Sectors can be established at minimal cost and this should rapidly lead to an increased impact of the foresight activities on UNESCO policy formulation and be beneficial to UNESCO as a whole. The observation of the evaluators is that this depends more on the willingness of different parties to communicate than on pure cost issues – the non-communication, which often seems to take place today, is highly inefficient. In addition, even though the foresight function was explicitly positioned in the SHS Sector at the beginning of the period under concern in this evaluation, this may not be the optimal place in UNESCO's organisational structure to fulfil this role towards other Sectors and central strategy formulation in general.

More generally, the evaluators are of the opinion that higher impact can be achieved by defining the target groups of the different activities and “derived products” more clearly; by better tailoring the activities and the dissemination of results to the needs and expectations of these target groups; and, probably, by diversifying the means of communication and dissemination even further.

5.4 Impact

Following the terms of reference, the following issues are to be addressed under the heading of impact:

- An assessment of the differences that programme activities have made to beneficiaries, including the public and research communities, locally and internationally
- Evaluate the effects, intended or unintended, positive or negative on a micro- or a macro- level
- Determine what differences programmed activities have made to the Secretariat and delegations of UNESCO and the institution of UNESCO

The activities organised under the Anticipation and Foresight Programme are generally viewed as being of a high quality and involving reputable scientists and intellectuals from around the world. The activities deal with crucial issues in Science and Education and, from this point of view, are highly relevant to UNESCO as a whole and UNESCO's image in the world. Member States give an important role to UNESCO as a “visioning body” and a Laboratory of Ideas, and many underline the importance of the activities implemented under the Foresight Programme.

The events organised under the Foresight programme have good overall press coverage, and are viewed as good publicity for UNESCO – a high profile “*vitrine*.”

The broader impact of the activities is difficult to assess. In the following paragraphs an attempt has been made to describe potential impacts from the more tangible to the more intangible ones.

A first tangible impact should be the direct influence that activities organised under the Foresight programme have on UNESCO policy design and strategy. The observation is that there is no direct relationship between the Foresight activities and Strategy formulation at UNESCO. This relationship may have been weakened by the position of the Foresight Division in a vertical Sector, namely SHS. Interviews with representatives of both the Foresight Division and the Bureau of Strategic Planning admit that, despite its intrinsic scientific quality, it is difficult to find any direct influence of the Foresight Programme on UNESCO strategy. Inversely, it may be that BSP is not clear in its demands or requirements of a foresight function that would be beneficial to strategic planning.

A second tangible impact should come from the influence that the activities under the Foresight programme should have on the activities of Sectors. Again, there is no systematic or institutionalised relationship (only ad hoc events) between the foresight activities and strategy formulation of the UNESCO Sectors. Nevertheless, it is felt that Sectors may also benefit from more support in visioning and strategy formulation and should be clear in their demands on the foresight function.

As concerns the more intangible “wider” impact, it is important to take into account the – desired/explicit or imposed/implicit – mode of organisation of the programme, that is, through the organisation of a series of events and the publication of books and articles from these events. One should recall that, for budgetary reasons, from 1999 to 2005 only 3 out of the 27 Talks and Dialogues organised were held *outside* UNESCO Headquarters. The concentration of the events in one single location may have come at the expense of the diversity of the speakers and contents covered. Therefore the geographical scope should be widened in order to increase the impact of the programme. Several interviewees suggested organising more events away from UNESCO Headquarters and inviting more speakers from, in particular, the developing world.

It cannot be expected that the attendees at the events, or readers of the publications disseminate the results to their networks on their own. Such a knowledge transfer has to be explicitly organised and today, this is not the case. The essential idea of the Foresight Programme over the period concerned is to convey ideas on the future, without, however, indicating how one could act upon these or build the capacity to use them in practice. The approach that has been – deliberately – adopted is not one aimed at strategic action, but at the generation of contextual ideas. In the Evaluators’ view, a Foresight and Anticipation approach should contain elements of both: “Foresight” relates to better understanding the future, “Anticipation” involves directions to act upon or prepare for the future.

It is, therefore, important to better understand precisely which audience attends the events, reads the books and other publications, how they appreciate their quality, and how they eventually use them in their personal or professional practice. The evaluation did not have access to such data since they are not collected. In order to better reflect on target groups, and in view of increasing impact, a better picture should be obtained about expected targets and whether they are attained with the “Talks” and “Dialogues.” Interviews suggested that even Member States’ representatives, even though they very much esteem the quality of the events, do not necessarily report the findings back home.

5.5 Lessons learnt

- Due to the organisational set-up of the programme and limited by budget constraints, the “core events” of the Foresight and Anticipation Programme that constitute the basis for further dissemination of books and articles are organised at UNESCO HQ. Organising events away from UNESCO Headquarters would have increased the diversity of the speakers and the topics covered even more, as well as of the audiences of the “core events”.
- Taking into account Member States needs can still be improved. In general a more systematic and explicit reflection on target groups, their needs in terms of foresight on UNESCO-related issues, and the way in which the Foresight Division can respond to these needs could have strengthened the impact of the programme.
- Related to the previous point, the programme adheres very much to a “Laboratory of ideas” approach and conveys intellectual ideas and approaches related to future challenges. This is in line with UNESCO’s mission and the quality of the ideas promoted is highly praised by Member States and stakeholders more generally. The programme, however, pays to little attention to methodological issues which is the other important component of foresight activity.¹⁵
- The location of the Anticipation and Foresight Division in a vertical Sector seems to have weakened the strategic influence of the foresight programme within UNESCO. It also seems that no explicit relationship is sought within UNESCO between foresight activities on the one hand and strategy formulation and policy design on the other, whether at the central level or the level of sectors. Such an initiative should not be unilateral and requires active commitment and involvement from *all* sides concerned.

6 Recommendations

6.1 Recommendations to FOR

- Establish a more explicit reflection on target groups (such as policy makers etc), their needs and the way in which these needs are to be addressed, for instance, through an intervention logic exercise. This should pay explicit attention to UNESCO Member States needs.
- Further diversify UNESCO’s Foresight and Anticipation offer in terms of speakers, location and dissemination, by organising more *21st Century Talks and Dialogues* in different regions of the world. These actions should lead, on all these points, to an even better balanced division in terms of geography and ideas.
- Improve the monitoring of the beneficiaries of the programme, i.e. of the events, of the books and of the different media through which the programme ideas are conveyed. In the case of events organised by the Division, this can be done through keeping attendees’ lists and organising simple satisfaction surveys. In the case of

¹⁵ In the course of the final review of the report, this observation was contested by DIR/FOR on the grounds that the Governing Bodies of UNESCO have not mandated the Foresight Division to promote methodological issues and tools and, inter alia, to contribute to foresight capacity building among Member States.

publications and press articles this can be done through better and more explicit understanding of the publishers' strategies.

- In parallel with the “Laboratory of Ideas” approach, and especially to respond to Member States needs for building foresight capacity, the Foresight division should complement the current approach by emphasising the methodological and process aspects of Foresight and Anticipation exercises more. Within the current model of “Talks & Dialogues” more emphasis can still be put on showing good practice examples concerning the use of tools, procedures, and logistics, etc. for foresight and anticipation processes which can be beneficial to Member States in their own foresight exercises. In preparing such events, Member States should be approached more actively in order to better understand their needs (in a similar way to that of UNESCO Institutes).¹⁶
- More use should be made of alternative communication channels in order to increase the impact of the programme. In particular the opportunities provided by the Internet should be better used.

6.2 Recommendations to UNESCO

The mission of Foresight and Anticipation is seen as one of UNESCO's major missions by Member States as testified by the many statements at Executive Board and General Conference meetings analysed for the purpose of the present evaluation. More specifically, the activities implemented through the Foresight Programme over the past 5 years and earlier are very important for UNESCO and should continue. It is important, however, that the rationale for Foresight and Anticipation within the Organisation becomes clearer and that the actual activities become more explicitly targeted, better monitored and more interconnected with the rest of the Organisation. Better targeting would lead to a higher impact *per se*.

In addition to these more operational recommendations, and in line with point II.6.2 of the Terms of Reference for the present evaluation, it is recommended that the UNESCO reflects more generally upon the role that a foresight function should have within UNESCO

- in relation to UNESCO strategy formulation and policy design
- in relation to the needs of Sectors in the area of Anticipation and Foresight

On the basis of the outcome of this reflection, the position of the foresight *function* may have to be reconsidered within the Organisation. Note that, such a new function and position do not necessarily have to be extrapolated from the present foresight activities which may well continue under the aegis of SHS and continue to have a more philosophical character. Such a new function could be linked to BSP, or be a new central function. The main idea is that a foresight function should have visible connections to more practical strategy formulation and policy design at a central level and at the level of Sectors without swapping to the other extreme which is to be solely at the service of strategy formulation since this has the risk of decreasing the innovativeness of such a function. In the short term it is recommended that a working group be established to design the foresight function for UNESCO which should link (not necessarily integrate) the following aspects: the more philosophical “Laboratory of Ideas” function today fulfilled by the Foresight Programme, and the strategic

¹⁶ Idem

planning aspects that are normally taken charge of by the BSP and individual sectors. The aim is not necessarily to have one integrated department, but, ultimately to put in place a mechanism which, on the one hand, would allow UNESCO strategic planning to be better informed by foresight results and eventually act accordingly, and, on the other hand, would allow UNESCO foresight to be better tailored to the practical needs of UNESCO and its Member States.

APPENDICES

Appendix A Terms of Reference

Evaluation of Anticipation and Foresight

Terms of Reference

7 September 2005
Internal Oversight Service

I. BACKGROUND INFORMATION

1. In September 1994, the Director-General decided to set up the Analysis and Forecasting Unit (UAP). The UAP, in its first phase, was not a programme unit. It was a General Directorate mechanism. Later, it gradually turned into a programme unit. Prior to the creation of the UAP, the activities in the field of future-oriented studies were undertaken under 'Major Programme I', entitled 'Reflection on world problems and future-oriented studies' – created in 1984 on the occasion of the Second Medium-Term Plan (1984-1989), it was administratively attached to BPE (the Bureau of Programming and Evaluation, the equivalent of the Bureau of Strategic Planning (BSP) today). In 1990 the 'Major Programme I' activities (1984-1989) became a cross-cutting programme entitled 'Future-Oriented Studies' (FOS) and in 1994 were included into the 'Clearing House' programme.

2. In 1998, the Director-General set up the Analysis and Forecasting Office (AFO), under the direct authority of the Director-General, which replaced the Analysis and Forecasting Unit (UAP).

3. In 1999, the recently elected Director-General decided that various units hitherto attached directly to the Director-General would be incorporated in the programme Sectors. Thus the Analysis and Forecasting Office (AFO) was placed in the Social and Human Sciences (SHS) Sector, under the direct authority of Assistant Director-General (ADG/SHS).

4. In 2000, in its Blue Note restructuring the Secretariat at Headquarters, AFO became the Division of Anticipation and Prospective Studies within the Social and Human Sciences Sector (SHS/APS).

5. In 2001, the Director-General decided to modify the structure of the Social and Human Sciences Sector. Taking effect on 1 January 2002, the APS Division of SHS was renamed "Division of Foresight, Philosophy and Human Sciences" (SHS/FPH), its current name, and reorganized to include two Sections, one for Philosophy and Human Sciences (SHS/FPH/PHS) and one for Foresight activities (SHS/FPH/FOR).

II. PURPOSE OF THE EVALUATION

6. The overall purpose of the evaluation is to learn lessons from UNESCO's action in the field of Anticipation and Foresight. The evaluation aims to improve performance by providing knowledge to assist decision-making, and should be useful for the Organization in informing future programme direction. In particular, the evaluation should shed light on two basic questions: 1) what progress (results achieved and lessons learned) has been made through the delivery of the Foresight and Anticipation activities, and 2) what kind of Foresight and Anticipation work should the Organization develop in the future?

III. EVALUATION SCOPE

7. Within the time and resources available, the evaluation is expected to assess the results and impacts of the activities in the field of anticipation and foresight. The evaluation will consider activities that have been planned and completed since the end of 1999 until the present. The 21st Century Talks series will be given particular attention and the "UNESCO World Report", an activity not yet terminated, will be excluded from the evaluation.

8. The following questions should be answered by the evaluation and serve as a starting point for the evaluation team when elaborating their technical proposal:
- a) To what extent are UNESCO's actions in the area of Anticipation and Foresight aligned with or informing the development of the UNESCO Member States' collectively-expressed needs and objectives?
 - b) To what extent have the various programme delivery modalities been effective in achieving their stated objectives? What has been the value added of the modalities used versus alternative ones?
 - c) To what extent have the past five years of the Foresight programme activities achieved satisfactory progress toward the specific objectives of each activity?
 - d) What differences have programmed activities made to beneficiaries, including the public and research communities, locally and internationally? What are the effects, intended or unintended, positive or negative on a micro- or a macro- level?
 - e) What differences have programmed activities made to the Secretariat and delegations of UNESCO and the institution of UNESCO? For example, what effects have UNESCO actions had on promoting and incorporating future-oriented thinking into UNESCO programmes?
 - f) What practices and lessons have been gained through the past experience of implementing the activities and should be incorporated into future activities?
 - g) How can UNESCO best enhance the impact of its actions in the area of Anticipation and Foresight? What are the main recommendations that UNESCO should consider adopting in the short and long term?

9. These activities may have taken place at UNESCO Headquarters or at any other location – the evaluation is not geographically specific, but should consider that UNESCO represents 191 countries of the world.

10. The activities should be examined in terms of UNESCO's:

- a) Constitution (in particular, “maintain, increase and diffuse knowledge (...) by encouraging cooperation among the nations in all branches of intellectual activity”);
- b) Status (an intergovernmental organization implementing programmes for the benefit of the public in a broad sense, touching the domains of education, natural sciences, social and human sciences, culture, and communication and information, and supported by public monies);
- c) UNESCO's function of “laboratory of ideas” (as set out in the Medium-Term Strategy 2002-2007, para.30 “Throughout its activities and projects, UNESCO will perform and assume a range of functions corresponding to its role as the international lead agency for education, the sciences, culture and communication: a laboratory of ideas: UNESCO will play a key role in anticipating and defining, in the light of the ethical principles that it champions, the most important emerging problems in its spheres of competence, and in identifying appropriate strategies and policies to deal with them”);
- d) Current strategy (as documented by reports of governing bodies – in particular the Medium-Term Strategy 2002-2007 (document 31C/4) - and reports by the Director-General of UNESCO).

IV. MAIN TASKS AND EVALUATION METHODS

11. The evaluation is envisaged as a process that will consist of a number of clearly defined tasks. The first task (Task 1) of the evaluator(s) will be to meet with

the relevant UNESCO stakeholders (in particular SHS and IOS, but not limited to these groups) during an initial meeting at UNESCO Headquarters in order to develop the detailed scope and final work plan for the evaluation. More specifically, this will include:

- a) To develop a common understanding of the TOR among the evaluator and UNESCO where the current text appears unclear;
- b) To identify and agree upon the sampling method,
- c) To fine-tune the timetable for carrying out the evaluation;
- d) To address any logistical or administrative issues that might need to be resolved during the initial planning phase of the evaluation.

12. During the evaluator's initial meeting at UNESCO Headquarters, Task 2 will be carried out. This task will be to review all of the relevant documentation prepared by UNESCO and to conduct a series of interviews with relevant UNESCO stakeholders.

13. For Task 3 the evaluators will prepare an evaluation plan (inception report). The evaluation plan is to provide information about the proposed methodology and work plan, beyond the material presented in these TOR or the original technical proposal tendered. If the evaluation is to include any surveys, questionnaires, case studies, etc., these tools need to be fully described and annexed to the evaluation plan. The evaluation plan should provide precisions on the following:

- a) Programme context: a description of the programme being evaluated and any previous significant evaluation findings, the logic or theory behind the programme, a description of how the programme is supposed to work - its objectives, activities, outputs and expected outcomes and their interrelationships.
- b) Evaluation purpose and scope: a clear statement of the objectives of the evaluation and the main aspects or elements of the programme to be examined.
- c) Evaluation methodology: the data collection methods proposed to be employed during the evaluation. This should include an evaluation matrix that identifies the key evaluation questions to be addressed and how they will be answered by way of methods.
- d) Evaluation criteria: the criteria the evaluation will use to assess performance, and an explanation of where the criteria came from.
- e) Work plan with key milestones / deliverables.

14. The evaluation may proceed to implementation only after UNESCO Internal Oversight Service (IOS) and the personnel responsible for SHS/FPH/FOR approve the evaluation plan.

15. Task 4 is the implementation of the evaluation during which time the evaluator will collect and analyse the remaining necessary data to enable him or her to conclude upon the evaluation questions outlined in the evaluation plan.

16. Task 5 is to prepare the draft final report. Revisions may thereafter be requested by UNESCO.

17. Task 6 is to prepare the final report.

18. With regard to the evaluation methodology, the evaluator(s) will propose how best to undertake the aforementioned tasks in their technical proposals and make further refinements in their evaluation plan. To the best extent possible, the proposed methodology should indicate how triangulation techniques would be applied. Data collection methods should include:

- a) Document review of relevant documentation furnished by UNESCO. These documents will be made available at the start of the evaluation, and others upon request or as needed;
- b) In-depth, semi-structured interviews with stakeholders and/or group interviews;
- c) Questionnaires / surveys;
- d) Field visits;
- e) Extensive use of other data such as evaluations, reports, from search engines and so forth.

V. DELIVERABLES

19. An Evaluation Plan as prescribed in Task 3 above - to be completed prior to implementation. It is important that the plan include the proposed methodology showing how each evaluation question will be answered by way of a) proposed sources of data, b) methods, c) data collection procedures and d) a proposed calendar of activities.

20. A draft evaluation report - to allow stakeholder discussion of the findings and formulation of recommendations. UNESCO comments back to the evaluation team will be submitted as one consolidated response (IOS + programme Sector).

21. The Final Evaluation report. The final report should include, but not necessarily be limited to, the elements outlined below.

- a) Executive summary (maximum 4 pages)
- b) Programme description
- c) Evaluation purpose
- d) Evaluation methodology
- e) Major findings
- f) Results achieved (including contributing factors to the achievement, or lack thereof)
- g) Lessons learnt
- h) Recommendations
- i) Annexes to include interview list and key documents consulted

VI. EVALUATION TEAM AND RESOURCES

22. Ideally, the evaluation team will consist of one or two persons, and,

- a) Both able to read French text, and at least one able to interview in the French language;
- b) One based near to UNESCO's headquarters and one based in a UNESCO Member State in a region other than Europe;
- c) Both with professional experience in the field of Foresight or Futures Studies;
- d) Both with prior experience of programme evaluation and demonstrated expertise in quantitative and qualitative social science research methods.

23. The team will be contracted individually but assigned to work together to deliver a single report. The total financial resources available for the evaluation, including any travel and per diem, will be US \$ 20,000, to include all costs borne by the evaluators (see planning and implementation below).

VI. PLANNING AND IMPLEMENTATION ARRANGEMENTS

24. The following suggested implementation arrangements are aimed at ensuring an efficient and effective evaluation process and the primary responsibilities are listed below:

25. The evaluator(s) will be responsible for being self sufficient as regards logistics (office space, administrative/secretarial support, telecommunications, printing, etc.).

26. The personnel responsible for SHS/FPH/FOR (including DIR/FPH and ADG/SHS, among others) will facilitate contacts to the extent possible (providing contact information, email addresses, etc.), and provide documents as requested (planning documents, mission reports or other relevant documents). During necessary visits to UNESCO Headquarters, SHS/FPH/FOR will endeavour to provide office and/or meeting room space, photocopying access, and an internal telephone facility, or other reasonable access. A UNESCO contact person (see below) will coordinate logistics, including 1) helping assure requested appointments for evaluators during visits, 2) helping assure timely availability of documents on the preliminary list of documents, 3) fixing, communicating and assuring respect for deadlines that are in accord with the overall schedule (in paragraph 32 below), 4) assisting the evaluators in other relevant ways, to the extent possible.

27. The Internal Oversight Service (IOS) of UNESCO has overall responsibility for the management of the evaluation, including joint responsibility with SHS for the approval of all deliverables. In general, the evaluator(s) should submit their plan, draft and final reports to IOS. Where an approval or a request for revisions is due, IOS and SHS will endeavour to provide such feedback in less than 3 weeks so that the schedule (below) can be maintained.

28. Overall schedule: All tasks must be completed within 3 months of the signing of a contract with UNESCO.

- a) Selection of evaluator(s) – late September 2005
- b) Signing of contracts, Task 1 and Task 2 – early October
- c) Task 3 – end of October
- d) Task 4 – November
- e) Task 5 – November
- f) Task 6 – mid December

29. The contact person for this evaluation is: Mr Amir Piric (IOS/EVS).

VI. DOCUMENTATION

30. The following list represents relevant official documents (i.e. those submitted to UNESCO governing bodies) related to UNESCO's action in foresight and anticipation. The documentation for this evaluation is not limited to this list. Other documents will be provided by SHS at the beginning of the evaluation.

- The Constitution of UNESCO
- 159 EX/39 of 19 May 2000
- 159EX/4 of 4 April 2000 para.205-210
- 160 EX/4 of 22 September 2000 para.223-225 and 160EX/4 Add. para.38
- 160EX/48 of 11 October 2000
- 161EX/4 of 18 May 2001 para.223-224 and 161EX/4 Add. para.43
- 161EX/45 of 24 April 2001
- 162EX/4 of 21 September 2001 para.254-260
- 164EX/4 of 29 April 2002 para. 220-222
- 164EX/INF.6 of 23 April 2002
- 164EX/SR
- 165EX/4 of 27 September 2002 para.145-147
- 166EX/4 of 26 March 2003 para.214-217
- 167EX/4 of 8 September 2003 para.190-193
- 169EX/4 of 31 March 2004 para.179-181
- 170EX/4 of 20 August 2004 para.117-118
- 28C/4 para. 212 and 215
- 29C/5 para. 12004-12005 et Eléments techniques Titre II.B p. 257
- 30C/5 app. para. 07001-07006
- 30C/5 draft Eléments techniques pp.411-413
- 30C/INF.4 of 17 September 1999
- 31C/3 pp.147-148
- 31C/4 para. 30
- 31C/5 03300 et 03303
- 31C/5 draft Eléments techniques pp. 361 et 370
- 32C/3 pp.164-166
- 32C/5 app. para.03300-03301
- 32C/5 draft Eléments techniques pp.93-94
- 33C/3 pp.25-28
- 33C/5 draft
- ADG/SHS/04/Memo/119 of 4 August 2004
- ADG/SHS/04/Mémo/14 of 29 January 2004
- DDG/04/39 of 25 November 2004
- DG/Note/00/15 of 3 July 2000
- DG/Note/01/31 of 23 November 2001
- DG/Note/94/28 of 10 June 1994
- DG/Note/94/39 of 2 September 1994
- DG/Note/96/39 of 26 July 1996
- DG/Note/98/12 of 17 March 1998
- DG/Note/99/13 of 25 May 1999
- DG/Note/99/3/KM of 15 November 1999
- DG/Note/99/55 of 14 October 1999
- Evaluation report on the FUTURESCO activity of 10 December 1996
- HRM/SES.1/03/767 of 16 July 2003
- HRM/SES.I/03/492 of 10 April 2003
- UNESCO Medium-Term Strategy (31 C/4)

Appendix B Information sources

Documents

- **Key official UNESCO documents**

- The constitution of UNESCO
 - 159EX/4 of 4 April 2000 para.205-210
 - 159 EX/39 of 19 May 2000
 - 160 EX/4 of 22 September 2000 para.223-225 and 160EX/4 Add. para.38
 - 160EX/48 of 11 October 2000
 - 161EX/4 of 18 May 2001 para.223-224 and 161EX/4 Add. para.43
 - 162EX/4 of 21 September 2001 para.254-260
 - 164EX/INF.6 of 23 April 2002
 - 164EX/4 of 29 April 2002 para.220-222
 - 164EX/SR
 - 165EX/4 of 27 September 2002 para.145-147
 - 166EX/4 of 26 March 2003 para.214-217
 - 167EX/4 of 8 September 2003 para.190-193
 - 169EX/4 of 31 March 2004 para.179-181
 - 170EX/4 of 20 August 2004 para.117-118
 - DG/Note/94/28 of 10 June 1994
 - DG/Note/94/39 of 2 September 1994
 - DG/Note/96/39 of 26 July 1996
 - DG/Note/98/12 of 17 March 1998
 - DG/Note/99/13 of 25 May 1999
 - DG/Note/99/55 of 14 October 1999
 - DG/Note/99/3/KM of 15 November 1999
 - DG/Note/00/15 of 3 July 2000
 - DG/Note/01/31 of 23 November 2001
 - ADG/SHS/04/Mémo/14 of 29 January 2004
 - ADG/SHS/04/Memo/119 of 4 August 2004
 - DDG/04/39 of 25 November 2004
 - 28C/4 para. 212 and 215
 - 29C/5 para. 12004-12005 et Eléments techniques Titre II.B p. 257
 - 30C/5 app. para. 07001-07006
 - 30C/5 draft Eléments techniques pp.411-413
 - 30C/INF.4 of 17 September 1999
 - 31C/3 pp.147-148
 - 31C/4 para. 30
 - 31C/5 app. para. 03300 et 03303
 - 31C/5 draft Eléments techniques pp. 361 et 370
 - 32C/3 pp.164-166
 - 32C/5 app. para.03300-03301
 - 32C/5 draft Eléments techniques pp.93-94
 - 33C/5 draft
 - UNESCO Medium Term Strategy (31 C/4)
 - HRM/SES.I/03/492 of 10 April 2003
 - HRM/SES.I/03/767 of 16 July 2003
-

- **Other key documents**

- Evaluation report on the FUTURESOCO activity of 10 December 1996
- Compilation of all citations of the program at the Executive Board sessions (from 159EX up to 170EX)
- Press Book 2000-2004
- Articles published in reviews (2000-2004)
- Records of the TV and radio programs « Pour en finir avec l’an 2000 » (*Canal +*) and program « 2000 » (*RFI*)
- Video recordings of the *21st Century Talks* and the *21st Century Dialogues*
- All editions of the books to be considered: *The World Ahead*; *Keys to the 21st Century*; and *The Future of Values*.
- 21st Century Forum Reader
- “Decrypting the future: ten trends for the new century”, *The New Courier*, UNESCO, N°0, May 2002
- “Foresight: the future in the present”, SHS Newsletter n°4, January-March 2004
- Reports on the above-mentioned missions
- Rapport Guigou
- Miscellaneous letters mentioning the Foresight programme activities
- Templates for the preparation documents (check list, etc.)

Preliminary Interviews

- Internal Oversight Service
- Social and Human Science Sector
- Other relevant UNESCO staff: BSP, other programme Sectors etc.

In depth Interviews

- Representatives or former representatives of Member States
 - Prominent members of the intellectual and scientific community acquainted with the foresight programme of UNESCO
 - Members of the media community
-

Appendix C List of Interviewees

Note: a list of interviewees was provided by UNESCO and completed by the evaluators. This appendix only lists the persons that could be interviewed. More interviewees were originally listed and all were contacted by e-mail or telephone, several times even upon non-response. Unfortunately, however, many appeared to be unavailable for interview.

Exhibit 6 Representatives or former representatives of Member States

Name	Function
Mr Orhan Güvenen	Representative of Turkey to the Executive Board, President of the European Development Bank, former chairman of the State Planning Organisation (Turkey)
Mr Darko Strajn	Representative of Slovenia to the Executive Board of UNESCO, Chairman of the Committee on NGOs of the Executive Board
Mr Yvon Charbonneau	Ambassador, Permanent Delegate, Representative of Canada to the Executive Board;
Mr Kenneth Wiltshire	Representative of Australia to the Executive Board, Chairman of the Australian National Commission for UNESCO

Exhibit 7 Prominent members of the intellectual and scientific community acquainted with the foresight programme of UNESCO

Name	Function
Mr Arjun Appadurai	Anthropologist, currently Rector of the New School University (USA)
Mr Souleymane Bachir Diagne	Professor of philosophy at Cheikh Anta Diop University in Dakar (Senegal) and Northwestern University in Chicago (United States)
Ms Nilüfer Göle	Philosopher, Professor of sociology at the University of Istanbul
Mr Edgar Morin	Sociologist and emeritus director of research at the CNRS (France), President of the European Cultural Agency (UNESCO)
Mr Alain Touraine	Sociologist, Founder of the Centre d'études des Mouvement Sociaux at the Paris Ecole des Hautes Etudes en Sciences Sociales (EHESS), member of the Academy of Latinity and of the Academia Europea;

Exhibit 8 Members of the media community

Name	Function
Mr Roger-Pol Droit	Le Monde

Exhibit 9 Editors of Publications of the Foresight and Anticipation Programme

Name	Function
Mr Luis Arturo Pelayo	Fondo de Cultura Economica, Mexique (other Spanish version of The Future of Values)

Exhibit 10 Staff and former staff members of UNESCO Headquarters

Name	Function
Mr Jérôme Bindé	Deputy ADG for Social and Human Sciences and Director of the Division of Foresight
Mr René Zapata	Interim Director SHS. Replacing Mr Sané who was ill.
Ms Françoise Rivière	Executive Director of the Office of the Director-General, representing Koïchiro Matsuura
Mr Jean-Yves Le Saux	Director of the Division of Programme Planning, Monitoring and Reporting, Bureau of Strategic Planning
Mr John Daniel	Former ADG/ED
Ms Marie-Thérèse Bocabeille	Former chief of UNESCO Bookshop

Appendix D Intervention Logic¹⁷

Description of the Programme		Target Audience	Performance indicators	Means of verification	Risks
<i>Expected impacts</i>	Contribution to UNESCO's functions as a "laboratory of ideas"	UNESCO	Promotion of future oriented debate and dialogue in the fields of competence of UNESCO	UNESCO's Medium Term Strategy: 31C/4, report by the Director General and reports of governing bodies related to UNESCO's current Strategy	Selected themes not of interest for UNESCO's priorities and/or fields of competence
	Greater awareness about the importance of anticipation and foresight thinking	General public, decision and policy makers	Participants to the forums and dissemination of information, broad acceptance of the concept of knowledge societies by key players and the public, increased interest for anticipation and foresight thinking	List of participants to the forums	Decreasing number of participants to the forums and/or renewal of participants; poor geographical coverage
	Facilitate the formulation of strategies and policies to provide timely preventive responses to identified challenges	UNESCO, member states	Improved design of policies and strategies, integration of recommendations formulated and results of work relating to foresight into the activities of UNESCO's programmes	UNESCO's approved Programme and Budget: 30C/5, 31C/5, 32C/5 and UNESCO's Report by the Director General: 32C/3, 33C/3	No timely approved programme and Budget for UNESCO's activities related to identified challenges
	Sensitization to the need to build national and regional capacities in the field of anticipation and foresight	Member states, scientific and intellectual communities, media and civil society institutions	Enhanced capacities in the field of anticipation and foresight at national and regional levels	Adopted policies at national and regional level	Not a prior investment for all Member states, no interest among civil societies
<i>Expected results</i>	Organisation of <i>Twenty-first Century talks and Twenty-first Century Dialogues</i>	UNESCO HQ and field	Number of forums organized	List of forums organized at HQ and in field	Poor geographical coverage
	Publications, awareness-raising media drive and use of internet	Worldwide	Publication in a vast network of recognized media in different regions of the world	List of publications disseminated and publication languages , list of media used for dissemination and list of websites	Inadequate dissemination of information
<i>Reported results biennium 2000-2001</i>	Organization of the <i>Twenty first Century Forum</i> by UNESCO in partnership with the EXPO 2000 World Exhibition in Germany	UNESCO Field, Member States, opinion leaders, civil society, public at large	Relevance of the selected theme, Number and nature of the invited experts and participants	List of experts and participants, nature of the partnership with Expo 2000, feedback from participants, dissemination of information about the event	Decreasing number of participants to the forums and/or renewal of participants; irrelevant selection of experts and/or themes

¹⁷ Documents put at the disposal of the Evaluators. This intervention logic is a reconstruction by the evaluators, not by the Foresight Division.

Description of the Programme		Target Audience	Performance indicators	Means of verification	Risks
	Publication of the first anthology of the <i>Twenty-first Century Talks</i> and the <i>Twenty-first Century Dialogues</i> in English and French	UNESCO programme sectors, Member States, opinion leaders, civil society and the public at large	Geographical dissemination of the publication	List of countries where the publication has been disseminated	Poor geographical coverage
	Future-oriented contribution to the Interim Report of the Task Force on UNESCO in the Twenty-first Century	UNESCO, Member States, Programme sectors	Nature of the contribution, consequences on the formulation of policies and strategies	159 EX/39, Part II and Annex	No impact on the formulation of policies and strategies
	Eight meetings in the Twenty-first Century Talks series and a day of Twenty-first Century Dialogues were held in UNESCO-HQ	UNESCO HQ, Member States, opinion leaders, civil society, public at large	Relevance of the selected theme, Number and nature of the invited experts and participants	List of invited experts and participants, feedback from participants: correspondences, questionnaires; selected themes conform to 31 C/4, 30C/5, 32C/3	Inadequate selection of themes or experts, poor dissemination of information
	A special Talk was held in South Africa as part of the World Conference against Racism in September 2001	UNESCO Field, Member States, opinion leaders, civil society, public at large	Relevance of the selected theme, Number and nature of the invited experts and participants	List of invited experts and participants, feedback from participants: correspondences, questionnaires; selected themes conform to 31 C/4, 30C/5, 32C/4	Inadequate selection of themes or experts, poor dissemination of information
	Dissemination of articles summing up the major challenges of the twenty-first century in leading newspapers of dozens of countries, reaching approximately 100 million people all over the world	Member States, opinion leaders, civil society and the public at large	Quality assurance of the selected newspapers, broad dissemination in all regions	List of newspapers and countries where the articles have been disseminated, criteria for selection of newspapers	Inadequate dissemination of information
	Future-oriented conferences gave rise to several series of radio and television broadcasts on international stations or channels	Member States, opinion leaders, civil society and the public at large	Relevance of the selected themes for the series, broad dissemination in all regions	List of radio and television stations or channels who diffused the series, list of countries concerned; selected themes conform to 31C/4 and 30C/5	Inadequate dissemination of information and selection of themes
<i>Reported results biennium 2002-2003</i>	Holding of four meetings of the <i>Twenty-first Century Talks</i> contributed through media campaigns to the dissemination of key oriented messages to all stakeholders	Member States, opinion leaders, civil society and the public at large	Number of meetings held in HQ and in field, relevance of the selected themes, selection of the invited experts, feedback from participants, selected medias for the campaigns	Number of meetings in Field and in HQ, list of invited experts and participants, feedback from participants, criteria for selected medias for the campaigns, selected themes in accordance with 31C/4, 30C/5, 31C/5	Inadequate dissemination of information and selection of themes, poor geographical coverage
	The choice of subjects for these Talks for example EFA, AIDS and human cloning, also helped to raise UNESCO's profile in the domain of anticipation	UNESCO	Selected themes conform to UNESCO's priorities	31C/4, 30C/5, 31C/5	Selected themes not conform to UNESCO's priorities

Appendix E Glossary

ADG	Assistant Director-General
AFO	Analysis and Forecasting Office
APS	Anticipation and Prospective Studies
DADG	Deputy Assistant Director-General
DG	Director-General
FOR	Foresight Division
GC	General Conference
HQ	Headquarter
IOS	Internal Oversight Service
LAC	Latin America and the Caribbean's
MP	Major Programme
MTS	Medium Term Strategy
NGO	Non Governmental Organisation
PHS	Philosophy and Human Sciences
SHS	Social and Human Science Sector
UAP	Analysis and Forecasting Unit (Unité d'analyse et de prévision)
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization

Appendix F Anticipation and Foresight Section outputs

Exhibit 11 Number of outputs per year (1999-2005)

	21st Century Talks & Dialogues	Publications (Books)	Radio and TV Broadcasts	Total
1999	7	1	0	8
2000	5	1	15	21
2001	5	0 (5 translated versions)	4	9 (14 counting the translated versions)
2002	2	0 (5 translated versions)	0	2 (9 counting the translated versions)
2003	1	0	0	1
2004	5	1 (5 with translated versions)	9	15 (19 counting the translated versions)
2005	2	0 (5 translated versions)	0	2 (7 counting the translated versions)
Total	27	3 (21 counting translated versions)	28	58 (76 counting the translated versions)

Source: Technopolis calculation based on the Section reported results (C/3, EX/4 documents and Foresight Division monitoring data)

Exhibit 12 Geographical coverage of the press articles covering the programme activities

	1999-2001		2002-2003		2004-2005	
Arab States	14	6%	25	11%	16	9%
Europe and North America	107	53%	48	21%	53	30%
Eastern Europe	12	5%	36	16%	3	2%
Sub Saharan Africa	36	16%	49	22%	27	15%
Asia- Pacific	26	12%	24	11%	36	20%
Latin America	16	7%	43	19%	43	24%
Total	221	100%	225	100%	178	100%

Source: Technopolis calculation based on the press books provided by SHS

Appendix G Meetings of the Twenty-first Century Talks & Dialogues and other events (1999-2005)

Theme	Date & Place	Speakers
29 th Meeting: "Towards Knowledge Societies"	6 December 2005, HQ	<ul style="list-style-type: none"> • Robin MANSELL, Professor, Media and Communication Researcher • Souleymane Bachir DIAGNE Professor of philosophy, adviser on education and culture to the presidency of the Republic of Senegal • Edgar MORIN, Sociologist • Alain TOURAINE, Sociologist
28 th Meeting: "Tsunamis: Foresight and Prevention"	10 May 2005, HQ	<ul style="list-style-type: none"> • Claude Allègre, leading geophysicist; former Director of the Institut de Physique du Globe de Paris and former French Minister of Education • Patricio Bernal UNESCO Assistant Director-General and Executive Secretary of the Intergovernmental Oceanographic Commission • Emile A. Okal geophysicist and a world leading specialist in tsunamis
27 th Meeting: "Should human cloning be banned?"	10 September 2004, HQ	<ul style="list-style-type: none"> • Jean-François Mattei, French Minister of Health, Family and Disabled Persons; member of the French National Academy of Medicine • Mireille Delmas-Marty Professor at the College de France, member of the National Advisory Committee on Ethics (France) • José-Maria Cantu Professor at the University of Guadalajara, President of the Latin American Human Genome Program • William B. Hurlbut physician and Consulting Professor in the Program in Human Biology at Stanford University and a member of the President's Council on Bioethics.
A two-day session of <i>Twenty-first Century Dialogues</i> on the theme "Knowledge Societies", in partnership with the Korean National Commission for UNESCO, on the occasion of the celebration of the Commission's fiftieth anniversary	27-28 July 2004, Seoul	<ul style="list-style-type: none"> • Hélé BÉJI, essayist and novelist founded the International College of Tunis • Subbhash Bhatnagar, E-government Advisor, World Bank • Izumi Aizu, Deputy Director of the Institute for HyperNetwork Society (Japan) • Taik-Sup Auh, Professor at the Korea University • Roberto Carneiro, former Minister of Education in Portugal and former member of the International Commission on Education for the 21st Century • Goéry Delacote, executive director of the Exploratorium of San Francisco • Susantha Goonatilake, Vidyartha Centre for Science and Technology

Theme	Date & Place	Speakers
		<ul style="list-style-type: none"> • Chaibong Hahm, Director of the Division of Social Sciences, Research and Policy at UNESCO • Unna Huh, President of the Information and Communication University in Korea • Byung-Kook Kim, Professor at the Korea University • Kyong-Dong Kim, Professor Emeritus at the Seoul National University • Chong Jae Lee, President of the Korean Educational Development Institute • Patrick Liedtke, Secretary-general and managing director of the Geneva Association and Member of the Executive Committee of the “Club de Rome” • Heung-Soo, Park, Professor Emeritus at the Yonsei University (Korea) • Saskia Sassen, Professor at the University of Chicago and at the London School of Economics • Jung-Uck Seo, Former Minister of Science and Technology of the Republic of Korea • Hung-Yul So, Pohang University of Science and Technology, Seoul • Nico Stehr, Professor of the Karl Mannheim Chair for Cultural Studies at the Zeppelin University, Friedrichshafen, Germany • Naoki Tanaka, President of the 21st Century Public Policy Institute Special Economic Advisor to the Japanese Prime Minister • Tu Weiming, Professor at the Harvard University Director of the Harvard Yenching Institute • Ilkka Tuomi, Member of the Institute for Prospective Technological Studies. Spain • Gianni VATTIMO, Philosopher, member of the European Parliament • Paul Tiyambe Zeleza, professor at the Pennsylvania State University • Huijiong Wang, Vice-President of the Academic Committee of Development Research Center of the State Council, Beijing • Yersu Kim, Secretary General Korean National Commission for UNESCO
26 th Meeting: “Can we control AIDS Pandemic?”	14 June 2004, HQ	<ul style="list-style-type: none"> • Jim Yong Kim director of the HIV/AIDS department of the WHO, co-founder of Partners In Health, the nonprofit medical assistance organization • Luc Montagnier professor at the Pasteur Institute, former director of the CNRS, co-discover of HIV-AIDS virus • Cristina Owen-Jones, UNESCO Goodwill Ambassador
25 th Meeting: Debate on the occasion of the publication of : Où vont les valeurs?	28 April 2004, HQ	<ul style="list-style-type: none"> • Hélé BÉJI, essayist and novelist founded the International College of Tunis • Axel KAHN, Professor, head of the Institut Cochin, biomedical researcher

Theme	Date & Place	Speakers
		<ul style="list-style-type: none"> • Paul RICOEUR, Philosopher, Emeritus Professor of the University of Paris and the University of Chicago • Gianni VATTIMO, Philosopher, member of the European Parliament.
24 th Meeting: "Should Globalization be Made More Democratic?"	22 March 2004, HQ	<ul style="list-style-type: none"> • Boutros BOUTROS-GHALI former Secretary-General of the United Nations, Secretary-General of the Agence Intergouvernementale de la Francophonie • Arjun APPADURAI, Professor, Department of Anthropology, Civilizations and Languages of Southern Asia at the University of Chicago • Daniel COHEN Professor of Economics at the Université de Paris I and at ENS • Edgar MORIN, Sociologist
23 rd Meeting: "The Future of Water"	28 January 2003, HQ	<ul style="list-style-type: none"> • Mr Mahmoud Abu-Zeid, Egyptian Minister of Water Resources and Irrigation and President of the World Water Council (WWC) • Mr Claude Allègre, member of the French Academy of Sciences and former French Minister of Education, Research and Technology • Mr Michel Camdessus, Chairman of the World Panel on Financing Water Infrastructure and former Managing Director of the IMF • Mr Charles Vörösmarty, scientist and futurologist
22 nd Meeting: "Twenty years after: what future for the fight against AIDS?"	7 July 2002, Barcelona	<ul style="list-style-type: none"> • Professor Luc Montagnier, co-discoverer of the AIDS virus • Dr Awa Marie Coll-Seck, Minister of Prevention and Health of Senegal, former director of the Department of Policy, Strategy and Research of the Joint United Nations Programme on HIV/AIDS (UNAIDS) • Dr Peter Piot, Executive Director of UNAIDS
21 st Meeting: "Education for all: always tomorrow's concern?"	18 June 2002, HQ	<ul style="list-style-type: none"> • Michel Serres, Writer and philosopher, member of the French Academy and professor at Stanford University • Erum Mariam (head of the education programme of the Bangladesh Rural Advancement Committee (BRAC) an NGO • Maurice Mélégué Traoré president of Burkina Faso's parliament
<i>Twenty-first Century Dialogues</i> : "Values: where are they going?"	8 December 2001 HQ	<ul style="list-style-type: none"> • Claudia Cardinale, UNESCO Goodwill Ambassador • Aziza Bennani, President of the UNESCO Executive Board and former Culture Minister of Morocco • Paul Ricoeur, Philosopher

Theme	Date & Place	Speakers
		<ul style="list-style-type: none"> • Hélé Béji, essayist and novelist • Peter Sloterdijk, Philosopher, Writer • Wolfgang Welsch, Philosopher, historian and psychologist • Edgar Morin, Sociologist • Arjun Appadurai, Professor, Department of Anthropology, Civilizations and Languages of Southern Asia at the University of Chicago • Gianni Vattimo, Philosopher, member of the European Parliament • Michel Maffesoli, Professor of Sociology at the Sorbonne • Mohammed Arkoun, Academician, Emeritus Professor of the History of Islamic Thought at the Sorbonne, Fellow at Princeton University • Victor Massuh Philosopher and writer • Julia Kristeva, writer • Jean Baudrillard, Philosopher, sociologist and writer. • Achille Mbembe, Political scientist & Sociologist • Souleymane Bachir Diagne Professor of philosophy, adviser on education and culture to the presidency of the Republic of Senegal
20 th Meeting: “What future for languages?”	19 September 2001, HQ	<ul style="list-style-type: none"> • Salikoko S. Mufwene, Professor of Linguistics and the College at the University of Chicago. • Claude Hagège, Linguist professor at the Collège de France.
19 th Meeting: “The New Aspects of Racism in the Era of Globalization and the Gene Revolution”	3 September 2001, Durban (South Africa)	<ul style="list-style-type: none"> • Nadine Gordimer, 1991 Nobel Prize for Literature; • George J. Annas, Professor of Health Law at the Boston School of Public Health • Axel Kahn, Geneticist, Director-General of the Paris-based Cochin Institute for Molecular Genetics; • Achille Mbembe, Professor at the Institute of Social and Economic Research at the University of Witwatersrand, South Africa; • Elikia M’Bokolo, Historian and Director of Research at the Ecole des Hautes Etudes en Sciences Sociales, France.
18 th Meeting: “The gene revolution and the human being: towards ‘a brave new world’ or a better world?”	15 May 2001, HQ	<ul style="list-style-type: none"> • Edward O. Wilson, zoologist and Harvard professor • Jacques Testart biologist • Gianni Vattimo, philosopher, member of the European Parliament.
17 th Meeting: “New technologies and knowledge”	9 March 2001, HQ	<ul style="list-style-type: none"> • Jeremy Rifkin, economist and futurologist, the founding president of the Foundation on

Theme	Date & Place	Speakers
		<p>Economic Trends</p> <ul style="list-style-type: none"> • Michel Serres, writer and philosopher member of the French Academy and professor at Stanford University.
16 th Meeting: “Are we moving towards one or more forms of cultural globalization? How can cultural diversity be preserved?”	4 December 2000, HQ	<ul style="list-style-type: none"> • Alain Touraine, Sociologist • Daryush Shayegan Iranian Philosopher
15 th Meeting: “Looking forward to getting younger?”	26 September 2000, HQ	<ul style="list-style-type: none"> • Etienne-Emile Beaulieu research director at the National Institute for Medical Research and Health, Professor at the College the France • Professor Ivo Pitanguy, Plastic surgeon.
14 th Meeting: On the occasion of the fourteenth in the series of Twenty-First Century Talks to mark the publication of the “Keys to the Twenty-first Century”, Presentation of the Book at UNESCO HQ with some of the authors.	30 May 2000, HQ	<ul style="list-style-type: none"> • Jacques Attali, Economist and scholar, first President of the London-based European Bank for Reconstruction and Development • Thierry Gaudin, Engineer and futurologist • Luc Montagnier, Professor at the Pasteur Institute, former director of the CNRS, co-discover of HIV-AIDS virus • Edgar Morin, Sociologist
13 th Meeting: “What is the future of the universe?”	5 May 2000, HQ	<ul style="list-style-type: none"> • Trinh Xuan Thuan, astrophysicist, philosopher • Nicolas Prantzos, researcher of the CNRS, specialist of nuclear astrophysics • André Brahic, astrophysicist, philosopher
12 th Meeting: “The sicknesses of the soul in the twenty first century”	18 April 2000, HQ	<ul style="list-style-type: none"> • Julia Kristeva, Writer • Denise Bombardier, Journalist and writer • Adalberto Barreto, Psychiatrist and ethnologist
<i>16th World Conference of the World Futures Studies</i> , on the theme “Futures of Diversity: Celebrating Life and Complexities in the Next 100 Years”	5-8 December 1999, Bacolod, Philippines	<ul style="list-style-type: none"> • The AFO helped to organize the Conference.
<i>Conference</i> : “Assises de la Prospective”	December 1999, Paris	<ul style="list-style-type: none"> • Futuribles International, with the assistance of the European Union and the participation of UNESCO (AFO).
11 th Meeting: “Towards a new world contract?” Special day of Twenty-first century Talks on the occasion of the 30th Session of the General Conference.	6 November 1999, HQ	<ul style="list-style-type: none"> • Fifteen prominent scientists, intellectuals and decision-makers debated the main challenges of the forthcoming century: Jacques Derrida, Ryuichi Ida, Francisco Sagasti, Paul Kennedy, etc. • Topics: “globalization and the third industrial revolution”, “the new social contract and lifelong education for all”, “towards the knowledge society?”, “towards a natural contract?”

Theme	Date & Place	Speakers
Involvement in the <i>Twenty-first Century Forum</i> held with Expo 2000 as a member of the Scientific Advisory Board for the thematic area “Twenty-first century”.	28-30 September 1999, Hanover, Germany.	<ul style="list-style-type: none"> and “towards an ethical contract?”. Co-funded by Expo 2000, UNESCO, and the German Finanzgruppe-Sparkasse Participation of 4 cities selected for the twenty first century section of Expo 2000: São Paulo, Shanghai, Aachen and Dakar, which compared their respective experience with regard to urban future studies.
10 th Meeting: “The World Ahead: Our Future in the Making” (Presentation of the future-oriented world report <i>The World Ahead</i>).	13 September 1999, HQ	<ul style="list-style-type: none"> Ilya Prigogine, physician and chemist, Nobel Prize in Chemistry in 1977 Edgar Morin, Sociologist
9 th Meeting: “Information, networks and identities: new powers in the twenty-first century?”	29 June 1999, HQ	<ul style="list-style-type: none"> Manuel Castells Professor of Sociology and Professor of City and Regional Planning et the University of California Joël de Rosnay Executive Président of Biotics International Adviser to the Président of the Cité des Sciences et de l'Industrie de la Villette.
8 th Meeting: “What future for human rights?”	8 June 1999, HQ	<ul style="list-style-type: none"> Mary Robinson High Commissioner for Human Rights and former President of Ireland Mireille Delmas-Marty, professor at the Université Paris-I and author of <i>Trois défis pour un droit mondial</i> Pierre Sané Secretary-General of Amnesty International
7 th Meeting: “What future for literature?”	20 May 1999, HQ	<ul style="list-style-type: none"> Philippe Sollers? Writer Ramakanta Rath, Writer, poet Vassilis Vassilikos, Writer
6 th Meeting: “Biotechnologies: Towards a brave new world?”	18 May 1999, HQ	<ul style="list-style-type: none"> Axel Kahn (France), Geneticist, Director-General of the Paris-based Cochin Institute for Molecular Genetics M.G.K. Menon, Physicist Jeremy Rifkin president of the Foundation on Economic Trends, author of 17 books on the impact of scientific and technological changes
5 th Meeting: “Do the passions have a future?”	4 May 1999, HQ	<ul style="list-style-type: none"> Theodore Zeldin Author, Historian, Philosopher, Speaker Jean-Didier Vincent Professor at the Institut universitaire de France and the Faculté de médecine de Paris-Sud, Director of the Institut de neurobiologie Alfred Fessard (CNRS)

Appendix H Anticipation and Foresight Publications (1999-2005)

Exhibit 15 Published Books (1999-2005)

Date	Title	Theme	Editor/Partner/Related publications
2005	<i>¿Adónde van los valores?</i> Spanish version of the Future of Values	Second anthology of Twenty-first Century Talks and Dialogues	UNESCO Publishing / Icaria Editorial / UNESCOcat
2005	<i>Cap on van Els Valors?</i> , Catalan Version of <i>The Future of Values</i>	Second anthology of Twenty-first Century Talks and Dialogues	Angle Editorial / UNESCOCAT
2005	Publication of the Arabic version of <i>The Future of Values</i>	Second anthology of Twenty-first Century Talks and Dialogues	UNESCO Publishing / Dar An-Nahar (Lebanon)
2005	Chinese version of <i>Keys to the Twenty-first Century</i>	First anthology of Twenty-first Century Talks and Dialogues	UNESCO Publishing / Academy of Social Sciences
2004	<i>Où vont les valeurs ?</i> Publication of the French version of the Future of Values	Second anthology of Twenty-first Century Talks and Dialogues	UNESCO Publishing / Albin Michel
2004	<i>Russian version of Keys to the Twenty-first Century</i>	First anthology of Twenty-first Century Talks and Dialogues	Юнеско (Moscow)
2004	<i>Indian Edition of Keys to the Twenty-first Century</i>	First anthology of Twenty-first Century Talks and Dialogues	New Academic Publishers (India)
2004	Arabic, edition of <i>the Keys to the Twenty-first Century</i>	First anthology of Twenty-first Century Talks and Dialogues	UNESCO Publishing / Dar An-Nahar (Lebanon)
2004	<i>The Future of Values</i> , English	Second anthology of Twenty-first Century Talks and Dialogues	UNESCO Publishing / Berghahn Books
2002	<i>Claves para el siglo XXI</i> Spanish version of <i>the Keys to the Twenty-first Century</i>	First anthology of Twenty-first Century Talks and Dialogues	UNESCO Publishing / Editorial Crítica
2002	Arabic version of <i>The World Ahead: Our Future in the Making</i>	UNESCO's future oriented report: diagnostic review and proposals for actions to take	Dar An-Nahar (Lebanon)
2002	Arabic version of <i>Keys to the Twenty-first Century</i>	First anthology of Twenty-first Century Talks and Dialogues	Académie tunisienne des sciences, des lettres et des arts
2002	Portuguese of <i>Keys to the Twenty-First Century</i>	First anthology of Twenty-first Century Talks and Dialogues	Instituto Piaget / Epistemologia E Sociedade

Date	Title	Theme	Editor/Partner/Related publications
2002	<i>Keys to the 21st Century</i> , English version	First anthology of Twenty-first Century Talks and Dialogues	UNESCO Publishing / Berghahn Books
2001	<i>The World Ahead: Our Future in the Making</i> , Polish version	UNESCO's future oriented report: diagnostic review and proposals for actions to take	Fundacja Studiów I Badań Edukacyjnych
2001	<i>The World Ahead: Our Future in the Making</i> , English	UNESCO's future oriented report: diagnostic review and proposals for actions to take	UNESCO Publishing / Zed Books
2001	<i>Un mundo Nuevo</i> Catalan version of The World Ahead: Our Future in the Making	UNESCO's future oriented report: diagnostic review and proposals for actions to take	UNESCO Centre of Catalonia with support from the Caixa Manresa
2001	<i>Un mundo nuevo</i> , Spanish version of The World Ahead: Our Future in the Making	UNESCO's future oriented report: diagnostic review and proposals for actions to take	UNESCO Publishing / Galaxía Gutenberg and Círculo de Lectores
2001	Vietnamese version of <i>The World Ahead: Our Future in the Making</i>	UNESCO's future oriented report: diagnostic review and proposals for actions to take	Vietnamese National Commission
2000	Publication of the French version of the <i>Keys to the Twenty-First Century</i> under the title <i>Les Clés du XXIè Siècle</i>	First anthology of Twenty-first Century Talks and Dialogues	Published jointly by UNESCO Publishing and Les Editions du Seuil in French
1999	French version of <i>The World Ahead: Our Future in the Making</i> , under the title <i>Un monde nouveau</i>	UNESCO's future oriented report: diagnostic review and proposals for actions to take	UNESCO Publishing / Editions Odile Jacob

Exhibit 16 Selection of published Articles, newsletters and documents (1999-2005)

Date	Title	Theme	Publisher
2005	“Knowledge societies”	Future-oriented article disseminated to the press for the presentation of the World Report	<i>UNESCO</i>
2005	“Le Partage”	Future-oriented article	<i>Academie universelle des cultures, Editions UNESCO/Grasset</i>
2005	“Human, Still Human!”	English version of the future-oriented articles published in French and Spanish in 2004	<i>Diogenes</i>
2005	“Secrecy and new technologies	English version of the French article (2001) summing up the intervention of Mr Bindé on a round table organised by the “Conférence des bâtonniers”, 22 november 2000	<i>Emerald</i>
2005	“Où vont les valeurs? Pour une éthique du future”	French version of the article “The Future of values- What Ethics for the 21 st Century?”	<i>Soin Cadres-n°53- February 2005</i>
2004	“Foresight the future in the present”	SHS Newsletter	<i>UNESCO</i>
2004	The Future of values	Extensive communications related to the Publication of the Book	French-language press: Dépêche AP, Le nouvel Observateur, Le Monde des Livres, Le Figaro, Le Figaro économie, La Tribune, Le Monde, Réforme, Valeurs actuelles, Médecine et hygiène, Le monde diplomatique, Pourtour magazine, Marianne And L’Echo (Belgium), Le Temps (Switzerland), Frankfurter Allgemeine Zeitung (Germany), The Sunday times (Malte), Future survey.
2004	“Of Sheep and Men”	Article from the Director-General conveying key forward-looking messages in connection with the theme of past meetings of the “Twenty-first Century Talks”	Published by 46 leading newspapers in different regions of the world
2004	“The Future of values- What Ethics for the 21 st Century?”	Future-oriented article	<i>Academy of Athens, Athens (May 26-28 2004)</i>
2004	“Contrato natural y desarrollo en el siglo XXI”	Future-oriented article	<i>Política Exterior (September-October 2004)</i>
2004	“Humano, Ainda Humano” “Humain encore Humain”	Future-oriented article: Human, still human?	Published in Portuguese for the Revue <i>Tempo Brasileiro</i> , (January-March 2004), in English, and in French for <i>Diogenes</i> (April-June 2004)
2004	“Avons nous la mémoire courte?”	Future-oriented article on memory; the article is inspired from Mr Bindé communication at the	<i>La Revue des Deux Mondes</i>

Date	Title	Theme	Publisher
		colloquium “UNESCO/Chemins de la pensée à l’aube du 3 ^e millénaire”, Brazil September 2002	
2004	“Building knowledge societies”	Press Articles on the 21 st Century Dialogue held in Seoul on July 2004	14 News Articles published in 8 Korean Newspapers, 4 interviews of participating speakers in 3 Korean Newspapers, and a Summary of the papers published in the <i>Science Times</i> .
2003	“The Governance of Globalisation”	The proceedings of the Ninth Plenary Session of the Pontifical Academy of Social Sciences	The Pontifical Academy of Social Sciences, Vatican city
2002	“¿Cómo será la educación del siglo XXI? “What Education for the twenty-first century?”	Article on Education in the 21 st Century, contribution to the UNESCO revue <i>Prospects</i>	<i>Prospects</i> , IBE (December 2002). Published in English and Spanish
2002	“Quelle politique pour le XXI ^e siècle?”	Article covering some of the key messages of the <i>Twenty-first century dialogues</i> . A short version of this article was published in “Bilan du monde” in 1999.	<i>La Revue des Deux Mondes</i> (April 2002)
2002	“Demain de plus en plus jeunes?”	Revised extract from the Talk untitled “Tomorrow, looking forward to getting younger?”	<i>La Revue des Deux Mondes</i>
2002	“Jalons pour une éthique du Futur, l’avenir du temps”	Stakes for an ethics of the future, the future of time	<i>Le monde diplomatique</i> , French monthly publication (March 2002). Published in France, Spain, Germany, Portugal, Italia, Yugoslavia, and Luxemburg
2002	“Education for all: the unfulfilled promise”	Article by the Director-General which summarizes his address at the <i>Talk</i> held on 18 June 2002 (“EFA: always tomorrows concern?”)	Published in scores of recognized media in various regions of the world, including the <i>International Herald Tribune</i> , <i>Asahi Shimbun</i> , <i>Le Figaro</i> , <i>El Pais</i> , <i>A Fohla de São Paulo</i> , <i>Daily Nation</i> (Kenya), <i>South China Morning Post</i> , <i>Al Ahram Weekly</i> , <i>An Nahar</i> , <i>Cumhuriyet</i> (Turkey), <i>El Watan</i> (Algeria), <i>Le Devoir</i> (Canada), <i>Eleftherotipia</i> (Greece), <i>Dawn</i> (Pakistan), <i>Moscow News</i> , <i>Le Soleil</i> (Senegal), <i>Le Matin du Sahara</i> (Morocco), <i>La Tribune de Genève</i> , <i>La Presse de Tunisie</i> , <i>Dhaka Courier</i> (Bangladesh), <i>Le Matin</i> (Benin), <i>Le Pays</i> (Burkina Faso), <i>N’djamena Bi-hebdo</i> (Chad), <i>Granma</i> (Cuba), <i>The New Straits Times</i> (Malaysia), <i>The Guardian</i> and <i>Daily News</i> (United Republic of Tanzania)
2002	“Winning the war against AIDS”	Article that summarizes the various issues examined during the <i>Talk</i> (“Twenty years after: what future for the fight against AIDS?”),	50 recognized media in various regions of the world, including the <i>South China Morning Post</i> (China), <i>Corriere della Sera</i> (Italy), <i>Le Figaro</i> (France), <i>La Vanguardia</i> (Spain), <i>A Folha de</i>

Date	Title	Theme	Publisher
			<i>São Paulo</i> (Brazil), <i>La Tribune de Genève</i> (Switzerland), <i>La Presse</i> (Canada), <i>Le Soir</i> (Belgium), <i>Al Ahram Weekly</i> (Egypt), <i>An Nahar</i> (Lebanon), <i>Moscow News</i> (Russian Federation), <i>La Nouvelle Expression</i> (Cameroon) and <i>The Guardian</i> (Nigeria).
2002	“Decrypting ten long-term trends shaping humanity in the 21st century”	Article published in The New Courier: Decrypting the future: ten trends for the new century	UNESCO/ The new courrrier
2001	Globalization	Future-oriented reflections, a Chapter was provided by FOR	Duke University Press- Durham & London Edited by Arjun Appadurai
2001	Publication in English of the Proceedings of the 21st Century Forum	Proceedings of the future oriented forum. During the forum the meetings aimed to raise awareness of certain major challenges of the twenty-first Century and highlighting UNESCO’s role in the promotion of future oriented studies	The 21st Century Forum was organized by the Universal Exhibition of Hanover (EXPO 2000) and UNESCO.
2001	Secret et Nouvelles Technologies	Article summing up the intervention of Mr Bindé on a round table organised by the “Conférence des bâtonniers”, 22 november 2000	“Petites affiches” (French daily newspaper on legal affaires)
2001	“Information, réseaux, identitiés, de nouveaux pouvoirs au XXIe siècle?”	Knowledge societies	Revue des Deux Mondes
2001	“The Twenty-first Century Forum”	Articles summing up the major challenges identified during the forum	Event covered by broad print articles in international media
2000	Publication of a synoptic information & discussion document	Contribution to better anticipation of trends and challenges by Member States, decision makers etc. Aims to guide preventive action on major future oriented themes disseminated together with the future oriented report	UNESCO documents
2000	<i>The Twent-First Century: Towards the identification of Some Main Trends</i>	Future oriented contribution to the interim report of the Task Force on UNESCO in the Twenty-first Century (159 EX/39 Part II)	UNESCO documents

Date	Title	Theme	Publisher
2000	“The twenty-first century: a better world or a ‘brave new world’”	Future-oriented article	Published in 94 benchmark periodicals in different regions of the world and in the international forecasting journal <i>Foresight</i> .
2000	“Education in the twenty-first century: education for all throughout life”;	Future-oriented article	Published in the international forecasting journal <i>Futuribles</i>
2000	“Towards urban apartheid?”	Future-oriented article	Published in the international forecasting journal <i>Futuribles</i>
2000	“Towards an Ethics of the Future”	Future-oriented article	<i>Public Culture</i>
1999	“Media and the Agenda of the Millennium”	Future-oriented article	Media and Social Perception
1999	“Quelle société au XXIe siècle?”	Article covering some of the key messages of the <i>Twenty-first century dialogues</i> .	<i>Le Bilan du Monde</i> (a special annual edition of the newspaper <i>Le Monde</i>)
1999	“Ready for the Twenty-first Century?”	Article summarising key messages of the Twenty-first Century Dialogues	Published in the newspapers of 90 countries : for instance, <i>Yomiuri Shimbun</i> , <i>Le Monde</i> , <i>La Repubblica</i> , <i>Chosun Ilbo</i> , <i>A Folha de São Paulo</i> , <i>The New Straits Times</i> , <i>Times of India</i> , <i>Le Soir</i> , <i>Tribune de Genève</i> , <i>The Star</i> in South Africa, and so forth

Appendix I Radio and TV Broadcasts (2000-2005)

Date	Title & Theme of the broadcast/ Press coverage	Radio, TV Programme and Country
11/06/2004	<i>Le livre du Jour</i> : Presentation of the Book: “The Future of Values”	France-Info
28-29-30/05/2004 1-2/06/2004	<i>Paris Dernière</i> : Presentation of the Book “The Future of Values” on a TV Interview	Paris Première (French TV Channel)
28/05/2004	Press coverage of the book “The Future of Values”	Radio Notre Dame
06/05/2004	Press coverage of the book “The Future of Values”	France-Inter
30/04/2004	Press coverage of the book “The Future of Values”	Europe 1
10/12/2001	<i>Journal de Paolo Nasso</i> : Summary of the 21 st Century Dialogue: “Values where are they going?”	RAI 3 and dissemination of the speeches on the Discussion Forum of RAI (RAI.it)
April 2001	Participation to a broadcast on the Tunisian national radio, theme: <i>Foresight studies at UNESCO and Conference held at the “Collège International de Tunis”</i>	Tunisian National radio
2001	Press coverage of the Twenty-first Century forum: The Forum focused on some of the major challenges in the coming decades organised with EXPO 2000 World Exhibition and the Millennium Agenda	Event covered by broad audiovisual (radio & television broadcasts) international media.
10/01/2001	“Mondialisation des identités”: la loi du plus fort ”: Press coverage of the 11 th Meeting of the 21 st Century Talks: “toward a cultural contract?”	Chaîne Forum
02/04/2001	“Savoir et nouvelles Technologies” : Press coverage of the 17 th Meeting of the 21 st Century Talks: “New Technologies and knowledge”	Chaîne Forum
18/12/2000	“l'éternelle jeunesse: un mythe?” : Press coverage of the 15 th Meeting of the 21 st Century Talks: “Looking forward to getting younger?”	Chaîne Forum
19/06/2000	“L'économie en question” : Keys to the 21 st Century	Radio France Culture
27/06/2000	“Forum, Turbulences” : Keys to the 21 st Century, TV broadcast	France 3
09/07/2000	Press coverage of the book “Keys to the 21 st Century”	Radio Courtoisie
30/01/2000 to 31/12/2000	Radio Programme “2000”, on UNESCO’s future-oriented studies: Series of broadcasts on topics drawn from the future-oriented report <i>The World Ahead</i> : population, water, desertification, poverty and exclusion, development, women, the future of cities, education, the new technologies, the future of languages, Africa tomorrow.	Radio France International. 11 broadcasts diffused all over the world covering a theme each month during the year 2000 (except June)

Appendix J **Announcements of the Meetings of the 21st Century Talks and Dialogues**

Announcers	Date
Le Figaro	3 and 6 May 2005
Le Figaro étudiant	17-18 April 2000, 30 May 2000, 5 March 2001, 3 December 2001, 6 December 2001
L'humanité	26 October 1999, 12 November 1999, 7 April 2000, 24 April 2000, 20 September 2000, 6 December 2001
Marianne	25-31 October 1999, 10 April 2000, 24 April 2000, 29 May 2000, 11 September 2000, 27 November 2000, 5 March 2001, 30 April 2001, 3 September 2001, ? December 2001, 30 April-6 May 2005,
Le Monde	11 April 2000, 12-18 April 2000, 28 April 2000, 29 May 2000, 29-30 May 2000, 30 May 2000, 21 September 2000, 29 November 2000, 9 March 2001, 27 April 2001, 7 September 2001, 20 September 2001, 5 December 2001, 30 April 2005, 8 May 2005, ? June 2004
Le Monde économie	5 December 2001
Le quotidien du médecin	10 April 2000, 25 May 2000; 18 September 2000
Pariscopes	12-18 April 2000, 24 May 2000, 29 November 2000
Livres Hebdo	23 November 2001
Le cinéma	5-11 December 2001
Les enfants	5-11 December 2001
UNESCOPRESSE	4 and 6 December 2001, 23 July 2004
Libération	2 May 2005, 9 May 2005