

not only to the highest levels of decision-making, but also to the ordinary citizen? If this new strategy were to be adopted, it would entail finding new partners, revising our priorities and adapting our forms of action. It could only be implemented with the full collaboration of Member States and within a democratic context - the only one consistent with full respect for the autonomy of individuals.

## II. UNESCO AND ITS PARTNERS

13. In the first place, UNESCO should further strengthen its co-operation with the institutional partners of the United Nations system, the Bretton Woods institutions, and other intergovernmental organizations, and participate actively in building up a 'united front' of multilateral assistance. This means working tirelessly not only to realise and implement more effectively the objectives and strategies drawn up jointly (e.g. Jomtien Framework for Action concerning education for all and the follow-up to the recommendations of the United Nations Conference on Environment and Development - UNCED), but also to identify new areas of genuine co-operation so as to improve complementarity and synergy of action at international, regional and national levels. Similarly, international intellectual co-operation should be reinforced by improving and extending UNESCO's links with the world's intellectual and scientific communities.

14. The strategies and methods for implementing activities must be adapted to the specific context of the problems concerned, i.e. their social, economic and cultural dimensions. For this purpose, UNESCO should co-operate still more closely with Member States and mobilize its present and potential partners with a view to their more active participation. Sustained efforts should be made by the Secretariat but above all by Member States to provide the National Commissions with the means to fulfil the functions assigned to them by the Constitution: on the one hand, to represent the national intellectual and scientific communities and, on the other, to increase the awareness, commitment and involvement of the latter with regard to UNESCO's activities. In order to spread our common message and expand our action at the local level, there is also a need to co-operate with National Commissions in seeking new partners within the civil society. The development of these new partnerships calls for more effective means of action geared to specific situations and designed to ensure that activities have an increased multiplier effect.

15. UNESCO's field offices and units should be strengthened and expanded: as the Organization's 'antennae' in the field, they are well placed to establish interactive relations with our various present and potential partners at regional and national levels. The profile of each field office will have to be adapted to the priority needs and expectations of the Member States they serve in such a way as to enable them to respond by drawing fully on the expertise of the National Commissions and intellectual communities and on representatives of the civil society. The field offices should also reinforce co-operation with UNESCO's institutional partners and other bilateral and multilateral donors active in the Member States, for example, in following up within the prescribed framework concerted action agreed at global level. This would also enable the Organization to respond more effectively to the priority needs of the Member States and increase the efficiency of the programming process, through an improved feedback system.

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\* For example:

- development of pilot operations carried out with municipal authorities or community movements and associations;
- co-operation with university councils and vice-chancellors to engage their interest in the Organization's programmes and activities, and encourage them to serve as promoters of its ideals;
- collaboration with teachers' associations and unions in order to get UNESCO's messages across;
- periodical placing of relevant information about UNESCO in mass-circulation national publications and media;
- more frequent use of goodwill ambassadors.