
IV. ADJUSTMENTS IN MEDIUM-TERM PROGRAMMING

Paragraph 23 – Adjustments to the Medium-Term Strategy

Question 29

Drawing on your above observations, do you consider that (some of) the proposals made could or should lead to major shift in emphasis in one or more of the strategic objectives or approaches formulated in document 31 C/4 and by implication for document 32 C/5? If so, what would be these modifications? In what domain(s)?

Response of Canada

Canada strongly supports flexibility in the C/4 and the ability to make changes to strategic objectives in response to changing international circumstances. No matter how insightful or forward-looking an organization is, it is impossible to establish – or even contemplate successfully achieving - rigid goals for a six-year planning period.

It is understood that the adoption of a rolling-strategy (not a rolling “plan”) means that an additional two years will be added to the strategy each time a change is made, and that this is necessary to maintain the six year timeframe for the achievement of overall objectives. We believe that this will contribute to both continuity and the relevance of the work of UNESCO. It should not be forgotten, however, that the adjustments to the Programme and Budget made by the General Conference every two years already constitute a type of rolling strategy approach.