

## V. CONCLUSION

The interest of this consultation on the next Plan and Programme and Budget, we believe, lies in the concerted effort of Member States and the Secretariat to give the Plan a form and spirit that allow it to fulfil a truly useful function in accomplishing UNESCO's mandate. We must not assume that the previous Plans or the existing Plan were designed according to the same model, or that our predecessors did not also make the necessary efforts of adaptation, or that they were unsuccessful in their efforts. On the contrary, there has been an evolution from one Plan to the next that deserves acknowledgment and that was well described by the Secretariat in its document 27 C/15. Today, these Plans give us useful information and constitute precious tools of historical knowledge. However, we should also recognize that during the period they were in effect they did not fulfil their role as guide and conceptual framework as well as they might have, and too often they were inspired by the Programmes and Budgets rather than being the inspiration for the latter, which was their original goal.

We hope that the Plan we are currently designing will finally serve as a source of inspiration for the Programme and Budget, and this will be the measure of its success. Within the development of our collective reflection, it should lie between the UNESCO Constitution, which establishes the foundations of the Organization, and the Programmes and Budgets, which translate UNESCO's vocation into concrete activities. The Plan is thus a roadmap, as we described it earlier, which updates the mandate for a given period. It must establish a relationship between the Organization's mandate as laid out in the Constitution and the challenges of the contemporary world, and lead to concrete action.

We believe the Plan must have structures that are original and different from those of the Programme and Budget. This is why we wanted to propose a framework for the future Plan. This would not be unconnected to the Programme and Budget, which would be directly inspired by the contents of the Plan. We believe that the relationship between the two documents should not be one of form, but of content, with the Plan preceding and inspiring the Programme.

In order to make the relationship between the two concrete, we want to suggest that at least the table of contents of the Plan should appear at the beginning of the Programme and Budget, thereby making it clear to readers that there is a link between the two documents. We should avoid the current situation, where there is a gap between the Plan and Programme and the impression that the two are not related.

By being briefer, with accessible language, flexible and adaptable, situating the founding principles in a modern framework that inspires action, the Medium-Term Plan will play the active role the Organization needs and become an excellent instrument of promotion.