

4. update its achievements (we need to build on positive results, rather than create the impression of starting over at zero each time).

C. Overview of major world problems

The new Plan should begin with a brief review of the major problems of the day. We should avoid making absolute affirmations such as that found in the first paragraph of the document. It is not sure that "never before in history...". This short overview of major world challenges should be written in more subtle language. Such a list appears already in Paragraph 4 of the Director-General's Working Document. It could also address other issues such as the escalation of poverty and the democratic transition, their impact on populations and particularly on women, the globalization of exchanges, the complex systems of tariffs and free trade, the concentration of production, the role of huge multinationals that are not accountable to elected authorities ... all of these issues, as well as those quoted in the document, affect human rights, democracy, access to culture, the development of education and, ultimately, peace.

However, UNESCO must not create the impression that it wants or is able to resolve all of these questions. The Plan should note them so that readers can take the pulse of the world in reading through one or two paragraphs.

This part of the Plan could be updated when each of the Programmes and Budgets that appear throughout the duration of the Plan are prepared.

D. A common background : The United Nations System

After briefly describing the world situation, the new Plan should provide a brief explanation of the United Nations System to help the international community respond to its challenges.

It would be very useful to make the distinction between the specialized agencies of the system and the other components. The organization chart to this effect should be included in the annex.

We must remember that the entire system was created with one goal in mind: lasting peace. The two objectives under Paragraph 7 of the Director-General's Working Document, "the consolidation of peace" and "the promotion of sustainable human development," are not exclusive to UNESCO; they are objectives for the system as a whole.

The next component of the framework must go from the general to the specific, and look at what distinguishes UNESCO from the other specialized agencies of the system.