

In as much as the paragraphs are listed in decreasing order of importance, the first indented paragraph should follow the second (basic education), which is the most important priority.

Paragraph 5 gives exaggerated importance to UNESCO Chairs, which for now remain a means that has yet to be proven.

The Organization should establish priorities in social and human sciences, a field of competence which is curiously absent from this list.

J. UNESCO -- Agent for general mobilization? (Paragraph 12)

The dissemination of the results of UNESCO's actions is of capital importance and should be covered in the Plan. However, Paragraph 12 of the Director General's Working Document has established unrealistic objectives for the Organization. It is true that in modern societies we often influence national policies through popular opinion. However, it is beyond UNESCO's abilities to reach the majority of the population. Even the National Commissions, which are the Organization's best way of reaching populations, could not accomplish this if they were to devote all their resources to the task. We must remember that UNESCO's goal is not to reach each individual or each institution, but to ensure that education, science and culture, communication and the social and human sciences are well established in the priorities of the Member States.

In this context, it would be useful to say a few words about the Participation Programme, which has long been one of the most popular UNESCO programmes. With the approval of all Member States, its budget was increased substantially, which gave it even greater importance. For a long time, the administration of this budget has been the object of much criticism. Canada has often voiced its opinion (see letter of 23 December 1993 from the Secretary-General of the Canadian Commission to the Director-General of UNESCO, accompanying Canada's requests for the current biennium).

As we plan the future of the Organization, it would definitely be a good idea for the Secretariat to study this matter, so that the enormous public relations benefits derived from the programme vis-à-vis a host of government and non-governmental organizations are not compromised by a deficient administration.

There is no need to set up a "general mobilization" to correct this situation.

K. Maintain or diversify the three Priority Target Groups? (Paragraphs 32 and 33)

The principal advantage of maintaining the three priority target groups is to provide the Organization's action with consensual markers, concentrate its action, and avoid dispersal.