

means different things to the different parties concerned. The Plan should provide a clearer definition.

One of the largest Canadian government organizations, the Canadian International Development Agency (CIDA), has carried out an experiment in decentralization over the past years. This has proven extremely costly and at the 26th and 27th sessions of the General Conference led our government to pronounce itself against this type of development for UNESCO when it would not be carried out first of all in existing institutions such as the Regional and Liaison Offices and the National Commissions.

The National Commissions can play an important role in decentralization. However, we must not lose sight of the fact that they are not part of the administrative structure of Headquarters, since they are national entities and must never be identified with a Regional or Liaison Office. We agree with the proposals in Paragraph 14 concerning the National Commissions. However, any progress here will only be possible if there is State action in favour of its National Commission, as well as action on the Secretariat's part. Without a new work spirit or discipline at all levels of the Secretariat, the National Commissions will continue to lack information or receive it too late, and will continue to not be consulted when the Secretariat implements an activity in their country. It is clear that National Commissions must increasingly take over the implementation of major actions under the UNESCO programme, and thus they are an indispensable partner for the realization of Programme (C/5). This is the case for the Canadian Commission, which in 1993 organized the International UNESCO Congress on Education for Human Rights and Democracy (Montreal, March 1993) and which is currently organizing the International UNESCO Symposium on Women and the Media: Access to Expression and Decision-Making (Toronto, February-March 1995).

I. Concentration

The Plan should recognize the difficulties inherent in concentration, mention the efforts that have been made by Member States and the Secretariat under this heading over the years, and point out the major steps that have been taken. A brief development on this point would help make clear that the Member States, while cognizant of the difficulties involved, are continuing their efforts. The word "concentration" was long used as a magic word. Whether or not it ever did exist, the magic is no longer there, and for the new Plan to be believable it must use realistic terms.

We agree with the priorities under paragraph 30 with the following reservations: indented paragraphs 1 and 5 should be reformulated in light of the preceding comments on the term deformalization. In paragraph 5, the term radical or any other equivalent should be omitted.