

These examples are not the list we propose, but merely a few elements that the Director-General could confirm and complete.

## H. Partnership (Paragraphs 13 to 16)

### 1. *UNESCO and its partners*

The next Plan should sketch out the broad lines of a policy of partnership for UNESCO. There is a strong consensus among Member States concerning the importance of partnership, which is indeed one of the essential characteristics of UNESCO's new identity. Until now, partnership in UNESCO was practised on an occasional basis. Because it constitutes a vital need of the Organization, the Fourth Plan should involve Member States in in-depth reflection on the issue.

The idea of a "united front of multilateral assistance" (paragraph 13) is attractive at first glance, and in a way, we echo it each time we encourage the Secretariat to co-operate as much as possible with the other specialized institutions of the United Nations System. However, we have reservations concerning a united front with the Bretton Woods institutions, which we feel would resemble an alliance of unequally matched strengths for UNESCO. Canada supports the idea of partnership as long as UNESCO retains its unique nature and sees no change in its role with respect to concepts and values. We would like the Plan to be more explicit on this point than is the Director-General's Working Document. How, for example, are we to reconcile the universal nature and humanist concepts of UNESCO with the economic concepts, financial directives and narrower interests of the Bretton Woods institutions?

While partnership, which is one of the main characteristics of the life of contemporary societies, receives our support, it is not legitimate for all activities. We want to warn the Organization against associations that may be attractive from a material perspective or for the prestige they could bring, but which would lead us to deviate from our missions.

The Plan should reaffirm the importance of partnership with international non-governmental organizations (NGOs) that support and prolong UNESCO's action. After fifty years of co-operation, the Plan should involve UNESCO in a review of its ties with NGOs.

Specific mention should be made of the partnership with the private sector, which plays a growing role in UNESCO's areas of jurisdiction, particularly in education.

### 2. *Decentralization and National Commissions*

UNESCO's decentralization has been discussed at every level over a number of years, without a concept that is clear for everyone having been reached on this point. The term