



United Nations
Educational, Scientific and
Cultural Organization

Organisation
des Nations Unies
pour l'éducation,
la science et la culture

Organización
de las Naciones Unidas
para la Educación,
la Ciencia y la Cultura

Организация
Объединенных Наций по
вопросам образования,
науки и культуры

منظمة الأمم المتحدة
للتربية والعلم والثقافة

联合国教育、
科学及文化组织

**Address by Mr Koïchiro Matsuura, Director-General of UNESCO,
on the occasion of the Opening
of the 179th Session of the Executive Board**

Items 4 and 5

4. Report by the Director-General on the implementation of the Programme and Budget (33 C/5), and on results achieved in the previous biennium (2006-2007) (Draft 35 C/3)
5. Report by the Director-General on the follow-up to decisions and resolutions adopted by the Executive Board and the General Conference at their previous sessions

UNESCO, 7 April 2008

Mr Chairman of the Executive Board,
Mr President of the General Conference,
Excellencies,
Ladies and Gentlemen,

I should like to extend a warm welcome to you all, and especially to the new members of the Board. I am confident that under the able stewardship of our Chairman, we can look forward to a very productive session.

A few days ago, you received my written introduction on the salient aspects of UNESCO's action since the last meeting of the Executive Board. This is a very full report. So, rather than repeat what is stated there, I want to step back this morning and reflect on some of the major challenges we face as we look to the future, at the beginning of this new biennium.

I shall focus on two of our top priorities, two areas where UNESCO's global credibility will be determined: achieving Education for All (EFA) and fostering cultural diversity and intercultural dialogue. I would also like to explain how I intend to further strengthen and rationalize the management of UNESCO to ensure we are positioned to act here, and in other fields, with maximum efficiency and effectiveness.

Mr Chairman,

Less than seven years remain to the 2015 target date for achieving EFA and the education-related Millennium Development Goals (MDGs). The 2008 *EFA Global Monitoring Report* has assessed whether the world is on track to meet these commitments. Its conclusions are clear. Despite important progress since 2000, many countries are still far from reaching Education for All.

As lead coordinator for EFA, UNESCO knows full well the urgency of this situation. Let me highlight some of the main strategic challenges ahead, and what we are doing to meet them.

The first is how to maintain the collaborative momentum on EFA. We now know what works. A robust national education strategy, that is well funded from domestic

sources and well supported by external aid, is the foundation for progress. This model is built around strong political will, technical know-how and partnership. It must be expanded to more countries if the right to quality education for all is to be a reality.

The next meeting of the High-Level Group in Oslo in December will be pivotal in leveraging stronger financial and political commitment for EFA.

As you know, last year I took a series of measures to strengthen the High-Level Group. Nevertheless, we still need more high level representation from donor countries and the other Dakar convening agencies if we are to secure real commitments, in particular on financing.

While aid to basic education has nearly doubled since 2000, it still remains short of the US\$11 billion needed annually to reach EFA. Even if recent pledges are met, the estimated funding gap in 2010 is still some US\$5 billion.

A compact was agreed in Dakar that no country seriously committed to EFA would be thwarted in its efforts by a lack of resources. Donors have made the same promise many times since, including at the 2005 Millennium Summit and the St Petersburg G8.

At last year's High-Level Group meeting, indicative targets were agreed to for developing country budgets, but not for donor commitments. Yet, when developing countries are investing seriously in education, donors have a duty to support them. We shall continue to push for donors to honour this Dakar compact.

We shall also continue to push for the geographical distribution of aid to better reflect needs, and for aid commitments to be more long-term and predictable. Through our engagement in the preparatory processes for the fourth Tokyo International Conference on African Development (TICAD IV) and the Hokkaido G8 Summit, UNESCO is making a concerted appeal for more and better quality aid to Africa.

UNESCO is now a full and increasingly active member of the EFA-Fast Track Initiative. The FTI has emerged as the main global financial partnership for

accelerating progress towards universal primary education. It has been extremely important in improving the quality of aid delivery. But several challenges remain.

First among these is the need to expand the FTI's work to address all six EFA goals. Funding for literacy and early childhood care and education remains negligible. Quality is still not receiving enough attention. This neglect both undermines progress towards EFA and acts as a serious brake on efforts to achieve other development goals, including the MDGs.

Our position is clear: poverty reduction and sustainable development cannot be achieved without investment in the whole EFA agenda. The inclusion of only two of the EFA goals among the MDGs has encouraged too narrow a focus on universal primary enrolment. As the international community reflects on what must be done to reach the MDGs, we must seize this opportunity to advocate vigorously for a more inclusive approach.

Literacy, in particular, demands more attention. The fact that 774 million adults still cannot read or write is a global disgrace. It is for this reason that UNESCO has launched the Literacy Initiative for Empowerment (LIFE), which targets the 35 countries that face the greatest literacy needs. We are also leading a series of regional conferences to forge new partnerships in support of national literacy efforts.

Several major conferences scheduled for 2008 and 2009 will provide additional opportunities for advocacy on key EFA issues, in particular quality and inclusion. The International Conference on Education; CONFINTEA IV; the World Conference on Higher Education plus 10; the mid-term review conference for the Decade of Education for Sustainable Development – together, these are occasions to invigorate the EFA agenda and enrich the policy debate. They are also an opportunity for UNESCO to promote a better understanding of the link between achieving EFA and other global challenges, in particular that of sustainable development.

I have presented to the Board an outline of how UNESCO intends to enhance the impact, focus and profile of the United Nations Decade of Education for Sustainable Development (DESD). First among the five strategic priorities I have identified is advocacy. We must champion ESD as a *sine qua non* of quality education. At a time of global climate change, of rapid population growth and urbanization, of

increasing food and water shortages and unprecedented environmental degradation: education must promote the knowledge, skills and values needed to address the mounting challenges of sustainable development.

Mr Chairman,

These are some of the ways in which UNESCO is shaping and driving forward EFA progress at the global level. Let me now turn to our strategic objectives at the country level.

The first is to accelerate the application of the Global Action Plan (GAP).

The purpose of the GAP is to better coordinate multilateral support to country-led EFA efforts, very much in the spirit of the UN “delivering as one” process.

The intention was always that the GAP would be applied at country-level within the framework of existing development assistance coordination mechanisms.

Toward this end we have developed the UNESCO National Education Support Strategy (UNESS). UNESS has three components. First, it offers a thorough assessment of country education needs. It is a valuable instrument for countries themselves to identify their priorities and challenges. Second, UNESS provides a detailed mapping of the roles of other development partners within a given country, including the EFA convening agencies. Finally, it outlines a strategy for cooperation in support of national needs.

UNESS has already become a reference point in several countries for developing a common UN national education sector strategy encompassing EFA. Our focus now is to build on this experience, and the credibility we have gained, to do this more systematically and in more countries.

At present, UNESS documents are being finalized in more than 50 Member States. The aim is to cover a total of 120 countries by early to mid 2009, to feed into the planning process for the 35 C/5.

One of the benefits of the GAP, is that it has brought all the 5 Dakar convening agencies, including the World Bank, together to identify who can bring what to the table. This leads me to my second point.

The real added value that UNESCO brings to national development efforts is technical support, especially in education planning, capacity building and policy development. As education systems expand, such support is vital.

Progress towards universal primary education is creating new pressures – in terms of sustaining and improving quality, building an effective teacher force, and meeting the growing demand for secondary and technical and vocational education.

Moreover, if education really is to be for all, then countries will have to find ways of reaching the last few percent – those excluded on the grounds of poverty, gender, language or disability, and that are difficult to reach through conventional forms of education. This will require governments to develop new and specifically targeted policies.

Education systems must also be shaped to respond to the challenges of our era – the HIV & AIDS pandemic, the demands of increasingly knowledge-driven societies and the urgent need to achieve more sustainable patterns of development.

My foremost priority is for UNESCO to be **the agency of choice for countries** as they seek support to respond to these challenges.

We are already providing important assistance in the areas of literacy, teacher training and education and HIV & AIDS through our three flagship initiatives.

But we need to be prepared to intervene more effectively in other key areas. To do this we have to make sure that we have the right staff in the right place – and in adequate numbers. I shall return to this point later. We also have to develop a more coherent and better targeted strategy for attracting extrabudgetary resources. This is something we are working on.

EFA is a collective endeavour. To be effective, we must act in a coordinated manner, at the global level and at the country level. We must be able to deliver

what countries need to achieve EFA. This is the thrust of all my recent reforms and will continue to inform our action in the future.

Monsieur le Président,

Je souhaiterais à présent mettre l'accent sur une autre question centrale pour l'avenir de notre Organisation : celle de notre capacité, sur la base d'un socle normatif aujourd'hui cohérent, de promouvoir une vision intégrée de la culture dans les problématiques du développement, de l'innovation, du dialogue et de la cohésion sociale.

J'ai souvent souligné à quel point il serait nécessaire, une fois notre édifice normatif parachevé, de veiller à ce que les instruments adoptés se traduisent dans les faits par une action et une mise en œuvre concrètes. Et ce afin de donner un ancrage local à notre mandat global, et de faire la preuve de notre avantage comparatif au sein du système des Nations Unies.

Je constate que nous franchissons actuellement une étape décisive, marquée notamment par l'élaboration de directives qui vont permettre de rendre nombre de nos instruments normatifs opérationnels. Je pense notamment aux Conventions de 2003 sur la sauvegarde du patrimoine culturel immatériel et de 2005 sur la protection et la promotion de la diversité des expressions culturelles.

Ces deux conventions, auxquelles respectivement 93 et 80 Etats membres ont adhéré, ont connu un rythme et un niveau de ratification sans précédent. Et nous devons nous attendre à ce que ce mouvement se poursuive, et qu'elles atteignent, dans un proche avenir, un niveau d'adhésion comparable à la Convention de 1972.

Je pense également à la finalisation des principes directeurs pour l'application du Second Protocole de la Convention de La Haye, ou au renforcement du rôle du Comité intergouvernemental pour la promotion du retour de biens culturels à leur pays d'origine ou de leur restitution en cas d'appropriation illégale, complément indispensable à ces instruments clé de la lutte contre le trafic illicite que sont la Convention de 1970 de l'UNESCO et la Convention UNIDROIT de 1995.

Je ne peux que déplorer dans ce contexte que malgré nos efforts soutenus, la Convention de 2001 pour la protection du patrimoine culturel subaquatique ne soit

toujours pas entrée en vigueur. Avec les 16 ratifications qu'elle compte aujourd'hui, elle n'est toujours pas en mesure de livrer ses promesses, et de mettre un terme au pillage des fonds sous-marins auquel nous continuons d'assister en toute impuissance. Je lance donc un appel renouvelé en faveur de sa ratification rapide, en particulier auprès de la trentaine d'Etats qui ont annoncé leur intention de le faire.

Bien entendu, dans ce contexte, la Convention de 1972 représente un modèle. Avec ses 185 Etats Parties, elle a quasiment atteint l'universalité. Les défis auxquels elle doit faire face sont désormais d'une autre nature, et c'est plutôt les conséquences de son succès qu'il faut à présent savoir gérer. Le nombre de sites inscrits, les exigences de suivi et d'évaluation périodiques, les innombrables demandes relatives au renforcement des capacités dans les domaines de la conservation et de la gestion des sites, demandent au Secrétariat des efforts croissants, qui ne sont pas toujours à la mesure de ses moyens.

Pour autant, je suis convaincu que les divers éléments de ce socle normatif progressivement constitué, si nous savons veiller à éviter leur chevauchement, se complètent et se renforcent mutuellement. Ils constituent aujourd'hui la synthèse de la stratégie de l'UNESCO en matière de protection et promotion de la diversité culturelle. L'enjeu sera désormais de savoir les mettre en œuvre de façon cohérente, et tout particulièrement les trois conventions clés que constituent les conventions de 1972, de 2003 et de 2005.

Nous sommes donc aujourd'hui à la fin d'un cycle, qui en ouvre un autre, plus opérationnel, plus concret. Et comme je l'évoquais à l'instant concernant les défis posés à l'Organisation dans le domaine de l'éducation, nous devons savoir articuler de manière convaincante notre rôle global avec celui qui est attendu de nous au niveau local.

Cette nouvelle articulation, qui nous fait passer du droit au fait, nous met en situation de démontrer, sur la base des principes universels consacrés dans nos instruments normatifs, que la diversité culturelle est bien une force motrice du développement durable, et qu'en ce sens, elle est un instrument décisif de lutte contre la pauvreté.

Je suis convaincu, et je le mesure davantage à chaque fois que je m'entretiens avec de hauts responsables politiques ou avec nos partenaires du système des

Nations Unies, que nous jouons là une carte maîtresse pour asseoir la crédibilité et la valeur ajoutée de l'UNESCO. De nombreux signes récents me donnent à penser que nous sommes en mesure de répondre à ce nouveau défi.

Je pense en particulier à l'évolution des politiques de développement, et à la façon dont a été conçu le Fonds PNUD/Espagne pour la réalisation des objectifs du Millénaire. C'est là un enjeu décisif, car la culture, contrairement à l'éducation, ne figure pas en tant que telle parmi les objectifs du Millénaire, alors qu'elle est indispensable à leur réalisation, comme le rappelle à juste titre la Déclaration du Millénaire.

Or ce fonds a accordé une place centrale aux questions de la culture et du développement. Là encore, l'UNESCO a une occasion unique, grâce à la mise en œuvre des 18 projets qui ont été sélectionnés en octobre 2007, de tester, au-delà des textes normatifs, les possibilités concrètes de développement qu'offrent les industries culturelles, les industries créatives, le tourisme culturel et la sauvegarde des patrimoines culturels. C'est dans ce sens qu'ont été préparés, en particulier, les projets concernant le Sénégal, le Maroc, la Chine et l'Albanie.

De façon plus générale, nous sommes à présent mieux en mesure de décliner localement, notamment dans le cadre des plans nationaux de développement et des outils de programmation commune par pays du système des Nations Unies, l'ensemble des principes et normes reconnues par nos instruments juridiques.

C'est par exemple le cas en Angola, où les enjeux portés par le développement et le dialogue culturels irriguent désormais l'ensemble du plan national de développement.

C'est également le cas dans le cadre de l'expérience des « huit pilotes ». Je pense ainsi au Vietnam, où priorité a été donnée au développement du tourisme culturel et des industries culturelles, dans le cadre d'une action plus globale intégrant les enjeux de la protection de l'environnement, de l'usage des ressources naturelles, et de la sauvegarde du patrimoine culturel.

Monsieur le Président,

Tout ceci traduit une évolution sans précédent, qui donne plus de cohérence et de lisibilité à notre action, et nous permet, de façon renouvelée, de faire reconnaître la contribution de la culture à l'émergence d'un véritable développement durable, respectueux des personnes et des environnements.

C'est une demande qui émane des Etats, des communautés, de nos partenaires du système des Nations Unies, mais aussi de nos principaux bailleurs de fonds, comme nous avons pu le voir récemment lors du premier forum de consultation de la communauté des donateurs pour la mise en œuvre du programme additionnel.

Plus près de nous, il me suffit de regarder certains points à l'ordre du jour de cette session du Conseil exécutif, comme celui sur la contribution de l'UNESCO à la reconstruction et au développement du Liban, pour vérifier combien les Etats membres voient aujourd'hui dans la culture un pilier du développement durable et un facteur de dialogue et de paix.

Plus que jamais, nous sommes conscients de ce que l'enjeu culturel au sens large - politiques culturelles, promotion de la diversité culturelle, dialogue des cultures - est revenu au premier plan des préoccupations politiques. Les principes universels du cadre normatif que nous avons bâti peuvent venir à présent inspirer et irriguer l'ensemble des politiques de développement et de coopération internationales.

De nouvelles perspectives d'action s'ouvrent donc désormais à nous, que nous devons saisir avec discernement et optimisme. Le Secrétariat est pleinement mobilisé à cet égard, et conscient de l'importance de la tâche.

Mr Chairman,

None of this can be fully achieved without the right management.

The newly approved 34 C/4 and C/5 are testimony to the progress made in implementing a results-based management approach, an area where UNESCO has been a pioneer within the UN system.

The process of having to define and measure results as part of project design has radically changed the approach to programme delivery both at Headquarters and in the field. It obliges us to focus on the impact and sustainability of our activities. This is not easy, but it enables us to be much clearer about our objectives and expected outcomes. We clearly need to hone our skills in defining and measuring what is a good result. We have an active training programme, but we must keep working on this.

How can we assess what we do well and what we do not?

I see the use of evaluations as a reality check on our intentions. The fact that UNESCO now has a very effective Internal Oversight Service, whose work has been applauded many times by Members of this Board, is enabling us to improve our effectiveness. It helps us to better evaluate results, assess and manage risks, and exercise controls. The appointment of the new Director of IOS, which we shall discuss this afternoon, is of great importance in this context.

This is complemented by our external oversight. I very much appreciate the important contribution of the External Auditor. In the spirit of continuous improvement, the External Auditor plays an essential role in helping UNESCO improve its accountability. The Auditor's recommendations have given the Secretariat insight into what needs to be done to strengthen its systems and functioning. The audit report on publications is an excellent illustration of this, one which I shall return to later.

Mr Chairman,

True results-based management must emphasize quality and impact. This requires dedicated human resources that respond to the needs of programme delivery. That is why I shall continue to place emphasis on what might be described as 'dynamic' management policies. By this I mean that UNESCO must be able to adapt quickly and responsively to a rapidly changing environment. We must have a flexible workforce with the right expertise to best serve Member States, especially at the country level.

The rotation policy, intended to build our capacity both in the field and at Headquarters, and to which I attach great importance, plays an important part in all of this.

This is why I announced my decision last week that rotation should apply to all international staff as of 1 October 2008. I now have a proposal on the measures needed to implement this policy more effectively. Once we have consulted with the Staff representatives, I shall be happy to share the details with you.

In order to ensure that core staff are trained to the highest levels, a major focus of the \$5.5 million allocated to training efforts in the current biennium will be on building capacities for participation in joint UN activities in the field.

UNESCO's mission has become more important and challenging, with growing expectations and ever greater demands on our programme. As you have rightly said, Mr Chairman, the Secretariat is asked to do more and more with less and less human resources. In fact, since 1980, the number of regular posts has been reduced, resulting in a 30 percent reduction of staff, with the effect that our responsibilities now greatly exceed our regular post and staff capacity.

If we are to be the agency of choice in our areas of competence, we have to be able to deliver the right expertise, in the right place, at the right time. Therefore, we must have a margin of flexibility to mobilize additional talent in a cost effective manner.

Our ability to use consultants and temporary assistance for programme delivery is part of the solution, although the need for a sufficient number of regular posts remains. I hope that the debate on consultants at this Board will be seen in this perspective.

I fully acknowledge the need to hire consultants in a fair, transparent and equitable manner, including from a wide geographical distribution. But I want to stress that our Organization must also have adequate flexibility to hire additional temporary resources as needs arise, in the field or at Headquarters. In fact, our decentralized field structure depends on a dynamic approach to contracting competent human resources.

Due attention must also be given to long term needs in core programmes and Headquarters services, needs that we cannot meet with the current regular posts, and where innovative measures, such as the proposed use of varied funding resources, may be necessary to create the additional and essential regular posts to effectively deliver these core programmes. This is something I will expand upon in the private session, with regard to the World Heritage Centre.

These are among the issues being addressed by the Decentralization Review Task Force, chaired by the Deputy Director-General. The Task Force is now in the process of considering long-term measures for strengthening the Organization's field presence. I have already reported to you extensively on Decentralization and UN Reform at a recent Information Meeting, so I will not elaborate on this here.

Mr Chairman,

Our ability to have impact means we have to manage for impact. This implies the effective management of resources through high quality business processes and organizational systems.

The creation of the Bureau of the Comptroller as one of the Central Services of the Organization, the introduction of a new functional reporting line for administrative officers to BOC, and the streamlining of procurement policies, are all steps that I have undertaken to this end.

Another is the creation of an Ethics Office and the introduction of ethics training for staff. We will have the opportunity to discuss this afternoon some of the modalities for the new Ethics Office.

I am also pleased to announce that I have just released an Internal Control Policy Framework. This spells out responsibilities, and goes hand in hand with a realistic assessment of risks.

Looking forward, one of the main challenges for UNESCO in terms of financial control will be the implementation by 2010 of the International Public Sector Accounting Standards (IPSAS). This is an important step towards harmonizing management procedures and standards across the UN, an issue which I expect you will hear a lot more about in the future. Fortunately, our early introduction of

a financial system based on SAP – ahead of most other UN bodies and intergovernmental organizations – will facilitate the implementation of IPSAS, although it will still be an important challenge.

Despite budgetary constraints, I have invested significantly in modern management tools to support programme implementation, accounting and human resource management. This includes the recent launch of an updated strategic planning tool, SISTER 2.2, to address the innovations in the 34/C5. This will enable Member States to monitor how we are progressing towards expected results. It also includes the new human resources management system (STEPS), which went live in its initial phase in April 2007.

I realize that our IT systems will require continuing investment. There is a pressure for us to change the way we are operating, whether through increasing emphasis on country-level action or through business process re-engineering, all of which has an associated cost. Such systems can only be evolved so far before they will require major redevelopment.

Those of you who know the UN system will appreciate that the state of building and working conditions is a real concern. When I took Office, the management and renovation of the premises at HQ was at a standstill for lack of resources. We have a collective responsibility to preserve the magnificent buildings that were provided for our Organization. We must also ensure a high quality and energy efficient working environment for staff and delegates. Therefore, I initiated an ambitious renovation plan. The works have progressed steadily. I very much appreciate the interaction with the Headquarters Committee in this regard. I am confident that we will be able to inaugurate the renovated Fontenoy site before the 35th session of the General Conference next year.

In this context, I want to pay tribute to Mr Joseph Belmont, who sadly passed away last month. His name will forever be associated with UNESCO. He was the vision behind the transformation of the Fontenoy building, which has so successfully integrated modern features within the original design.

Looking ahead, it will be crucial to place the requisite emphasis on ongoing maintenance so that we enjoy a good working environment for years to come. Preliminary proposals for financing the renovation of the Miollis/Bonvin site have

been discussed at the Headquarters Committee and submitted to the Board. I will appreciate your help in identifying the necessary resources.

Mr Chairman,

Let me now return to the audit report on publications. First of all, I fully endorse all of the recommendations made by the External Auditor. Indeed, these recommendations support the efforts already undertaken by the Bureau of Public Information (BPI) to rationalize publication and distribution policy, following my Blue Note of 26 June 2006.

Some of the External Auditor's recommendations have already been addressed, and those remaining will be addressed soon. Notably, I will be announcing in May how I intend to proceed with the implementation of the publications policy, addressing for the first time all types of publications released by the Organization, and not only those that are printed and for sale.

This will build on the work undertaken by the Committee on Communication and Public Information (CCIP) since its establishment in January 2006. The CCIP is chaired by the Director of BPI, and comprises the executive officers of all programme sectors and key representatives of central services, including BFC.

The CCIP will continue to play a central role because of its global mandate to monitor the implementation of the Organization's communication strategy, including publications. As recommended by the External Auditor, the CCIP will "be the body that examines drafts of intersectoral projects and periodically monitors the implementation of the publications plan".

In addition, new publications guidelines will be made available in the autumn. They will cover: theme selection procedures; quality-assurance; the manufacturing and distribution process; and evaluation for impact. They will also extend the concept of publication to cover various types of media and align publication objectives and content with medium and short-term programme priorities.

The Administrative Manuel item on publications is about to be finalized to reflect all these considerations.

I have already expressed my thoughts on the destruction of many unsold or obsolete works. This practice, a normal step in the publication cycle of any professional publishing house, could be justified for many of these books, but for others it was completely incomprehensible and inappropriate. This is particularly the case for volumes of the General Histories, which are among the Organization's most important and successful collections. I deplore that consideration was only given to saving costs, and that efforts were not made to find alternative solutions to the destruction of these works. It is particularly unfortunate that such actions happened at UNESCO, where books and the intrinsic value of books are so well recognized and promoted. I have taken steps to find out what happened, and the matter is now in the hands of IOS.

Since 2006, we have taken all the measures needed to ensure that, in the words of the External Auditor, "for all stocks of unsold works an evaluation should be conducted of the alternatives to destruction".

Monsieur le Président,
Mesdames et Messieurs,

Pour réussir, je suis convaincu que l'Organisation doit être tenue par une exigence de qualité, d'efficacité et de résultat. Répondre à cette exigence, c'est s'assurer de l'impact réel de notre action, et apparaître comme une organisation de référence.

Au moment où nous nous engageons dans un nouveau biennium, ne perdons pas de vue, dans nos débats, le sens de la mission de l'UNESCO, sans laquelle notre action perdrait sa signification et sa légitimité.

Comme vous venez de le souligner, Monsieur le Président, la promotion du dialogue entre les trois organes est absolument nécessaire, en respectant la division du travail que nous assigne l'Acte constitutif de l'UNESCO.

L'interaction avec les membres de ce Conseil est pour moi cruciale dans ce contexte. Et vous savez l'importance que j'y attache. Je saisis, ainsi que mon équipe dirigeante, toutes les occasions de vous fournir des informations détaillées et à jour sur les grands dossiers, qu'ils soient de nature programmatique ou de gestion. Le point d'équilibre est toutefois difficile à apprécier entre l'excès et

l'insuffisance d'information. C'est je crois une démarche globale et de longue haleine, qui doit s'apprécier sur la durée.

En tout état de cause, je peux affirmer qu'à l'heure actuelle, l'UNESCO est largement en tête, au sein du système des Nations Unies, en ce qui concerne l'information fournie à ses organes directeurs, ce qui ne signifie en aucun cas que nous ne pouvons améliorer notre performance. Mais celle-ci doit être évaluée sur l'ensemble du parcours, et non sur l'un ou l'autre de ses micros-segments.

C'est confiant que nous sommes animés du même esprit et que nous sommes tendus vers les mêmes objectifs que je m'apprête à aborder ce débat de politique générale.

Je vous remercie de votre attention.