



Executive Board Consejo Ejecutivo

EX

Conseil exécutif Исполнительный совет

执行局

المجلس التنفيذي

158th session / 158^e session / 158 reunión / 158-я сессия / الدورة الثامنة والخمسون بعد المائة / 第一五八届会议

Paris, 1999

18-19 November 1999

18-19 ноября 1999 г.

18-19 novembre 1999

١٨ - ١٩ نوفمبر/ تشرين الثاني ١٩٩٩

18-19 de noviembre de 1999

1999 年 11 月 18 日 - 19 日

158 EX/SR.1-4

Paris, 23 February 2000

Summary Records

Comptes rendus analytiques

Actas resumidas

Краткие отчеты

المحاضر المختصرة

简要记录

**LIST OF MEMBERS
(REPRESENTATIVES AND ALTERNATES)**

President of the General Conference Ms Jaroslava MOSEROVÁ (Czech Republic)
(The President of the General Conference sits ex officio in an advisory capacity on the Executive Board - Article V.A.1(a) of the Constitution.)

Members

Australia

Representative Mr Kenneth WILTSHIRE

Alternates Mr Matthew PEEK
Mr Arthur SPYROU
Ms Anne SIWICKI

Bangladesh

Representative Mr Syed Muazzem ALI

Alternates Mr Ikhtiar M. CHOWDHURY
Mr Md. Mustafizur RAHMAN

Barbados

Representative Ms Alissandra CUMMINS

Alternates Mr Michael KING
Ms Sandra PHILLIPS

Belarus

Representative Mr Vladimir SENKO

Alternates Mr Vladimir PAVLOVICH
Mr Roman ROMANOVSKY

Benin

Representative Mr Olabiyi Babalola Joseph YAI

Alternates Mr Isidore MONSI
Mr Rigobert KOUAGOU
Ms Edith LISSAN
Mr Bienvenu MARCOS
Mr Victor DOUYEMÉ

Canada

Representative

Mr Jacques DEMERS

Alternates

Mr Michel AGNAÏEFF
Mr Roderick BELL
Ms Marie-José BROSSARD-JURKOVICH
Ms Louise TERRILLON-MACKAY
Mr Jean-Luc CHOUNARD
Ms Dominique LEVASSEUR
Mr Sean MOORE

Chad

Representative

Mr Omar Ibrahim ZEIDAN

Alternates

Mr Samouh BAYAN
Mr Mohammad ZEIDAN

Chile

Representative

Mr Jaime LAVADOS

Alternates

Mr Samuel FERNÁNDEZ
Mr Marcel YOUNG

China

Representative

Mr ZHANG Chongli

Alternates

Ms ZHU Xiaoyu
Ms WANG Suyan

Colombia

Representative

Mr Augusto GALÁN SARMIENTO

Alternates

Ms Natalia MARTÍN-LEYES
Mr Marco Aurelio LLINÁS
Ms Marcela ORDÓÑEZ
Ms Lydia GARCIA TRUJILLO

Côte d'Ivoire (Vice-Chairperson)

Representative

Mr Bakary TIO-TOURÉ

Alternates

Ms Anna MANOUAN
Mr Pierre AKA
Mr Kouassi BALO

Dominican Republic

Representative Ms Laura FAXAS
Alternates Ms Ginny TAULE
Ms Laura CALVENTI

Egypt

Representative Mr Moufid M. SHEHAB
Alternates Ms Tahani OMAR
Mr Fathi SALEH
Ms Fatma El Zahraa ETMAN
Ms Taysir RAMADAN
Mr Sami Rashed GOHAR

Ethiopia

Representative Ms Gennet ZEWADE
Alternates Mr Mulugeta ETEFFA
Mr Mulatu KEFFELEW

Finland (Vice-Chairperson)

Representative Ms Margaretha MICKWITZ
Alternates Ms Taina KIEKKO
Ms Riitta RESH
Ms Anne LAMMILA
Ms Zabrina HOLMSTRÖM
Mr Arto KOSONEN
Ms Mona PARE
Ms Marja RICHARD
Ms Merja HAKALA

France

Representative Mr Jean MUSITELLI
Alternates Mr Jean FAVIER
Ms Anne LEWIS-LOUBIGNAC
Ms Geneviève GALARNEAU-MACK
Mr Jean-Pierre BOYER
Mr Jean-Pierre REGNIER
Ms Catherine DUMESNIL
Ms Frédérique DUPUY
Ms Sylviane LEGRAND
Mr Jean-Paul MARTIN
Ms Corinne MATRAS
Ms Geneviève POUQUET-EL CHAMI
Ms Hélène de COUSTIN
Mr Jean-Christophe TALLARD FLEURY

Gabon

Representative

Mr Jacques LEBIBI

Alternates

Mr Eugène-Philippe DJENNO OKOUMBA
Ms Marie Dominique DELAFOSSE
Ms Irène QUENTIN-OGWERA
Ms Nicole MULOKO-NTOUTOUME
Mr Jean-Marie Vianney BOUYOU
Ms Marie-Louise OWONO-NGUEMA
Mr Jean-Martin MBA NZOGHE

Georgia

Representative

Mr Gotcha TCHOGOVDZÉ

Alternates

Ms Nathéla LAGUIDZÉ
Mr Petre METREVELI

Germany

Representative

Mr Norbert KLINGLER

Alternates

Mr Michael WORBS
Mr Peter SILBERBERG
Mr Lothar KOCH
Mr Michaël LAUBER

Ghana

Representative

Mr Ekwow SPIO-GARBRAH

Alternates

Mr Harry O. BLAVO
Mr John KUSI-ACHAMPONG
Mr Adolphus ARTHUR
Mr Isaac N. DEBRAH

Greece

Representative

Mr Vassilis VASSILIKOS

Alternates

Mr Christos SALAMANIS
Ms Eleni METHODIOU
Mr Georges MAVROIDIS

Guinea

Representative

Mr Kozo ZOUMANIGUI

Alternates

Mr Ibrahima SYLLA
Mr Ibrahima MAGASSOUBA
Mr Fodé Cisse
Ms Aminatou TOURE

Haiti

Representative Mr Hervé DENIS

Alternates Mr Etzer CHARLES
Ms Sylvie BAJEUX
Mr Jean-Claudel WAGNAC

Honduras

Representative Ms Sonia MENDIETA DE BADAROUX
(Chairperson of the Executive Board)

Alternates Mr Juan Carlos BENDANA PINEL
Mr Marco Aurelio RIVERA-PRATS
Mr Filadelfo SUAZO
Mr Enrique AGUILAR PAZ
Mr Juan Manuel POSSE
Ms Annabel TEILING

India

Representative Mr Muchkund DUBEY

Alternates Mr Chiranjiv SINGH
Mr Gauri Shankar GUPTA
Mr Gollerkery V. RAO

Iran (Islamic Republic of)

Representative Mr Ahmad JALALI

Alternates Mr Javad SAFAEI
Mr Mohammad Réza KASHANI KHATIB

Italy

Representative Mr Gabriele SARDO

Alternate Mr Pietro SEBASTIANI

Japan

Representative Mr Azusa HAYASHI

Alternates Mr Nobuaki TANAKA
Mr Kensuke TSUZUKI
Mr Akira YOSHIKAWA
Mr Daisuke MACHIDA
Mr Akira TAKEDA
Mr Akihiro TAKAZAWA

Kazakhstan (Vice-Chairperson)

Representative Ms Akmaral ARYSTANBEKOVA
Alternates Mr Kadyr KABDÉCHEV
Ms Karlygash TOKAYEVA

Kuwait

Representative Mr Musaed AL-HAROUN

Lebanon

Representative Mr Hisham NACHABÉ
(Chairperson, Programme and External
Relations Commission)
Alternates Mr Antoine JEMHA
Mr Khalil KARAM
Ms Carla JAZZAR
Mr Bahjat RIZK
Ms Dima RIFAI
Ms Fadia TAR KOVACS
Ms Samia MOUKARZEL
Ms Sawsan AWADA-JALU

Libyan Arab Jamahiriya (Vice-Chairperson)

Representative Mr Ma'atoug Mohamed MA'ATOUG
Alternates Mr Mohamed Ahmed ALASWAD
Mr Abdalla ZARRUGH
Mr Ibrahim ELGHALY
Mr Idriss ELHARIRI
Mr Mahmud DEGHDAGH

Lithuania (Vice-Chairperson)

Representative Ms Ugné KARVELIS
Alternates Mr Mindaugas BRIEDIS
Mr Saulius JASKELEVICIUS
Ms Audrone ZELNIENE

Madagascar

Representative Mr André Juckely BOTO
Alternates Mr Jean Victor RANDRIANANDRASANA
Ms Hamtamirinarisoa SIMON

Malawi

Representative

Mr Samuel D.D. SAFULI

Alternates

Mr Zililo Q.Y. CHIBAMBO
Mr Wiseman C. CHAULUKA
Mr Francis R. MKANDAWIRE
Mr Charles NTHENDA
Ms Hyacinth KISHINDO

Malaysia

Representative

Mr Mohamed NAJIB

Alternate

Mr Ahmad HUSSEIN

Morocco

Representative

Ms Aziza BENNANI

Alternate

Mr Salah-Eddine EL HONSALI

Mexico

Representative

Mr Miguel LIMÓN ROJAS

Alternate

Mr José SÁNCHEZ GUTIÉRREZ

Netherlands

Representative

Mr Lambert J. HANRATH
(Chairperson, Finance and Administrative
Commission)

Alternates

Mr Herald VOORNEVELD
Ms Marianne ROMAIN

Nigeria

Representative

Mr Michael Abiola OMOLEWA

Alternates

Mr Emmanuel AKINLUYI
Mr Umar AHMED
Mr Yemi LIJADU
Ms Bridget ZIDON

Oman

Representative

Ms Fawzia Nasser AL-FARSI

Alternates

Mr Musa HASSAN
Mr Kamal MACKI

(x)

Pakistan

Representative Ms Attiya INAYATULLAH

Alternates Mr Shaharyar M. KHAN
Ms Rifaat MASOOD
Ms Aisha FAROOQI

Peru

Representative Ms María Luisa FEDERICI SOTO

Alternates Mr Alberto CARRIÓN TEJADA
Mr Augusto THORNBERRY NAGGY
Mr Carlos VÁSQUEZ CORRALES

Philippines

Representative Mr Hector K. VILLARROEL
(Chairperson, Committee on Conventions and
Recommendations)

Alternates Ms Rosario G. MANALO
Ms Deanna ONGPIN-RECTO

Poland

Representative Mr Jerzy KLOCZOWSKI

Alternate Ms Alicja CIEZKOWSKA

Republic of Korea

Representative Mr Sang-Sik OH

Alternates Mr Il CHUNG
Mr Hyung-kuk KIM
Mr Gul-Woo LEE

Romania

Representative Mr Dan HAULICA
(Chairperson, Committee on International
Non-Governmental Organizations)

Alternates Mr Ion MACOVEI
Ms Eliza DIACONESCU

Russian Federation

Representative Mr Boris BORISSOV

Alternates Mr Evgeny SIDOROV
Mr Alexandre KUZNETSOV
Mr Mirgayas SHIRINSKI

(xi)

Saint Lucia (Vice-Chairperson)

Representative

Mr Leton F. THOMAS

Alternate

Ms Vera LACOEUILHE

Samoa

Representative

Ms Fiame MATA'AFA

Alternates

Mr Tau'ilili MEREDITH
Ms Annie MEREDITH

South Africa

Representative

Mr Khotso MOKHELE
(Chairperson, Special Committee)

Alternates

Ms Thuthukile SKWEYIYA
Ms Natalie AFRICA
Mr Devan MOODLEY

Spain

Representative

Mr Jesús EZQUERRA

Alternates

Mr Carlos SPOTTORNO
Mr Pablo BENAVIDES
Ms Clara BARREIRO
Mr Agustín GANGOSO

Togo

Representative

Mr Ampah G. JOHNSON

Alternate

Mr Kodjo Senanu NOGLO

Tunisia

Representative

Mr Abdelwahab BOUHDIBA

Alternate

Ms Dhouha BOUKHRIS

Uganda

Representative

Mr Eriabu LUGUJJO

Alternates

Mr Nathan NDOBOLI
Mr Godfrey KWOBA

**United Kingdom of Great Britain
and Northern Ireland**

Representative	Mr David L. STANTON
Alternates	Mr Geoffrey HALEY Ms Hilary IZON Mr John STUPPEL Ms Jackie JOHNSON

Uruguay

Representative	Mr Antonio GUERRA CARABALLO
Alternates	Mr Adolfo CASTELLS Mr Pedro MO AMARO Ms Mariella CROSTA RODRÍGUEZ

Uzbekistan

Representative	Mr Tokhirjon MAMAJONOV
Alternate	Mr Mukhitdin KHACHIMOV

Secretariat

Mr Koïchiro MATSUURA (Director-General), Mr Colin Nelson POWER (Deputy Director-General for Education), Ms Francine FOURNIER (Assistant Director-General for Social and Human Sciences), Mr Henrikas Alguirdas IOUCHKIAVITCHIOUS (Assistant Director-General for Communication, Information and Informatics), Mr Ahmed Saleh SAYYAD (Assistant Director-General for External Relations), Mr Maurizio IACCARINO (Assistant Director-General for Natural Sciences), Mr Yasuo MATSUI (Assistant Director-General for Management and Administration), Mr Nouréini Rémi TIDJANI-SERPOS (Assistant Director-General, Priority Africa Department), Ms Françoise RIVIERE (Assistant Director-General, Executive Director of the Executive Office), Mr Hernan CRESPO-TORAL (Assistant Director-General for Culture), Mr Patricio A. BERNAL (Assistant Director-General, Executive Secretary of the Intergovernmental Oceanographic Commission), Mr Alain MODOUX (Assistant Director-General for the Programme for Freedom of Expression, Democracy and Peace), Mr Jacques HALLAK (Assistant Director-General, Director of the International Institute for Educational Planning), Mr Gisbert GLASER (Assistant Director-General, Coordinator for the Environment), Mr Anders ARFWEDSON (Assistant Director-General, Director of the Bureau for Support and Services), Mr Kikis ANGELIDES (Assistant Director-General, Executive Director, Office of Management Coordination and Reforms), Ms Lisbeth SCHAUDINN (Assistant Director-General, Director, Division of Relations with International Organizations), Mr Jonathan Atta KUSI (Legal Adviser), Mr Mohamed AL SHAABI (Secretary of the Executive Board), and other members of the Secretariat.

AGENDA

- ITEM 1 OPENING OF THE SESSION BY THE PRESIDENT OF THE 30th SESSION OF THE GENERAL CONFERENCE (TEMPORARY CHAIRPERSON)
- ITEM 2 ADOPTION OF THE PROVISIONAL AGENDA
- ITEM 3 ELECTION OF THE CHAIRPERSON OF THE EXECUTIVE BOARD
- ITEM 4 ELECTION OF THE VICE-CHAIRPERSONS OF THE EXECUTIVE BOARD
- ITEM 5 ESTABLISHMENT OF THE PERMANENT COMMISSIONS AND COMMITTEES OF THE EXECUTIVE BOARD AND ELECTION OF THEIR CHAIRPERSONS
 - 5.1 Programme and External Relations Commission
 - 5.2 Finance and Administrative Commission
 - 5.3 Special Committee
 - 5.4 Committee on Conventions and Recommendations
 - 5.5 Committee on International Non-Governmental Organizations
 - 5.6 Renewal of the mandate of the Group of Experts on Financial and Administrative Matters
- ITEM 6 TERMS OF REFERENCE OF COMMITTEES
 - 6.1 Proposed terms of reference of the Special Committee
 - 6.2 Proposed terms of reference of the Committee on Conventions and Recommendations
 - 6.3 Proposed terms of reference of the Committee on International Non-Governmental Organizations
- ITEM 7 GENERAL MATTERS
 - 7.1 Proposed dates of the 159th session of the Executive Board and of the meetings of its subsidiary bodies, and tentative timetable for subsequent sessions in 2000-2001
 - 7.2 Tentative list, by subject, of matters to be considered by the Executive Board in 2000-2001

CONTENTS

Agenda item	Page
First meeting - Thursday, 18 November 1999, at 10.15 a.m.	
1. Opening of the session by the President of the 30th session of the General Conference (Temporary Chairperson).....	1
2. Adoption of the provisional agenda (158 EX/1 (prov.)).....	1
3. Election of the Chairperson of the Executive Board.....	1
Second meeting - Thursday, 18 November 1999, at 4.20 p.m.	
4. Election of the Vice-Chairpersons of the Executive Board.....	23
5. Establishment of the permanent commissions and committees of the Executive Board and election of their Chairpersons	25
5.1 Programme and External Relations Commission	25
5.2 Finance and Administrative Commission	26
5.3 Special Committee	26
5.4 Committee on Conventions and Recommendations.....	29
5.5 Committee on International Non-Governmental Organizations.....	30
5.6 Renewal of the mandate of the Group of Experts on Financial and Administrative Matters	30
6. Terms of reference of committees.....	31
6.1 Proposed terms of reference of the Special Committee.....	31
6.2 Proposed terms of reference of the Committee on Conventions and Recommendations.....	31
6.3 Proposed terms of reference of the Committee on International Non-Governmental Organizations	31
7. General matters.....	32
7.1 Proposed dates of the 159th session of the Executive Board and of the meetings of its subsidiary bodies, and tentative timetable for subsequent sessions in 2000-2001.....	32
7.2 Tentative list, by subject, of matters to be considered by the Executive Board in 2000-20001.....	34

Agenda item	Page
Third meeting - Friday, 19 November 1999, at 10.20 a.m.	
Statement by the Director-General.....	37
7. General matters.....	61
7.1 Proposed dates of the 159th session of the Executive Board and of the meetings of its subsidiary bodies, and tentative timetable for subsequent sessions in 2000-2001 (continued)	61
Fourth meeting - Friday, 19 November 1999, at 4.10 p.m.	
Statement by the Director-General (continued).....	69
7.1 Proposed dates of the 159th session of the Executive Board and of the meetings of its subsidiary bodies, and tentative timetable for subsequent sessions in 2000-2001 (continued)	72

FIRST MEETING

Thursday, 18 November 1999, at 10.15 a.m.

Chairperson: Ms Moserová
later: Ms Mendieta de Badaroux

Item 1 - OPENING OF THE SESSION BY THE PRESIDENT OF THE 30TH SESSION OF THE GENERAL CONFERENCE (TEMPORARY CHAIRPERSON)

1. Ms MOSEROVÁ (President of the General Conference) declared the 158th session of the Executive Board open. She congratulated the new Members on their election to the Board, and said that she was pleased to welcome back the old ones.

Item 2 - ADOPTION OF THE PROVISIONAL AGENDA (158 EX/1 (prov.))

2. The agenda was adopted.

Item 3 - ELECTION OF THE CHAIRPERSON OF THE EXECUTIVE BOARD

3. Ms MOSEROVÁ (President of the General Conference) invited the Board to elect its Chairperson. She read out paragraph 1 of Rule 10 and paragraph 1 of Rule 54 of the Rules of Procedure of the Executive Board.

4. El Sr. GUERRA CARABALLO (Uruguay) dice que le complace participar en la sesión de apertura de la 158ª reunión del Consejo Ejecutivo y proponer, en nombre de los países de América Latina, la candidatura de la representante de Honduras, Sra. Sonia Mendieta de Badaroux, para la Presidencia del Consejo. Dada su amplia trayectoria en el Consejo Ejecutivo le parece innecesario referirse a sus cualidades.

(4) Mr GUERRA CARABALLO (Uruguay) expressed his pleasure at participating in the opening meeting of the 158th session of the Executive Board. Speaking on behalf of the countries of Latin America, he proposed the candidature of the representative of Honduras, Ms Sonia Mendieta de Badaroux, for the office of Chairperson of the Board. Given her extensive experience on the Board, it seemed superfluous to run through her qualifications.

5. Mr THOMAS (Saint Lucia) nominated Mr David Stanton, representative of the United Kingdom, for the office of Chairperson of the Executive Board. He said that Mr Stanton's wide range of relevant knowledge, experience and skills made him eminently suitable for that position. Mr Stanton had served as Head of the Finance Department of the Overseas Development Administration of the United Kingdom, Head of the Policy Department of the Foreign and Commonwealth Office in the United Kingdom, and Member of the Board of Directors of the Asian Development Bank, which would enable him to guide the Executive Board in its key task of monitoring budgetary activities of interest to the Board. Having observed Mr Stanton at meetings of the Executive Board, he had noted his penetrating analysis of the various reports submitted to the Board, his grasp of the main issues to be addressed by the Board, and his ability to go to the heart of a problem and contribute to its solution with candour and incisiveness. He believed that Mr Stanton could give the new Director-General honest, practical and sound advice while resolutely continuing the reforms which had been initiated by the Board. He could be expected to provide a reliable, innovative but nonetheless human and honest approach to the problems facing the Executive Board and UNESCO.

٦,١ استهل السيد الأسود (الجمهورية العربية الليبية) كلمته بتهنئة رئيسة المؤتمر العام على نجاحها في تسيير أعمال المؤتمر، وبتجديد التهاني باسم المجموعة العربية للسيد كويتشيرو ماتسورا لانتخابه مديرا عاما للمنظمة.

٦,٢ ثم تحدث باسم المجموعة العربية فرشح السيد هشام نشابه لرئاسة المجلس قائلا إنه مرشح من المجموعة الخامسة (ب) بالإجماع وإن المجموعة لم ترشح أحدا لرئاسة المجلس التنفيذي منذ ٢٠ سنة، بل كانت تتنازل لغيرها من المجموعات الانتخابية. وأعرب عن أمله في أن يراعى في هذا الصدد مبدأ التناوب المعتمد عرفا في المنظمة. وأخيرا ذكر المجلس بأن للسيد نشابه خبرة طويلة في أعمال اليونسكو تعود الى أكثر من ثلاثين سنة، وأنه ترأس اللجنة الخاصة في السنتين الماضيتين وأنه أكاديمي معروف عبر مؤلفاته في التاريخ والتربية والأدب، وأنه أستاذ محاضر في الجامعة الأمريكية في بيروت وجامعة القديس يوسف والجامعة اللبنانية، وأنه يتقن ثلاث لغات هي: الفرنسية والانجليزية والعربية، وكل ذلك يجعل السيد نشابه خير المرشحين لهذا المنصب.

(6.1) Mr ALASWAD (Libyan Arab Jamahiriya) congratulated the President of the General Conference on her success in steering the work of the General Conference, and reiterated the congratulations of the Arab group to Mr Koïchiro Matsuura on his election as Director-General of the Organization.

(6.2) On behalf of the Arab group, he nominated Mr Hicham Nachabé for the office of Chairperson of the Executive Board, and said that he had been nominated unanimously by Group V(b), which had not put forward a candidate for Chairperson in the previous 20 years, but had deferred to other electoral groups. He expressed the hope, in that connection, that the principle of geographical rotation traditionally observed in the Organization would be respected. Finally, he reminded the Board that Mr Nachabé had lengthy experience, covering more than 30 years, of UNESCO affairs, and had chaired the Special Committee during the previous two years. He was an academic who was well known through his writings on history, education and literature; he was a professor and lecturer at the American University of Beirut, St Joseph's University and the Lebanese University; finally, he was fluent in three languages: French, English and Arabic. All that made him the best candidate for the office of Chairperson.

7. La Sra. FAXAS (República Dominicana) apoya la propuesta del representante del Uruguay. Dice que la candidatura de la Sra. Sonia Mendieta de Badaroux está respaldada por su actuación, tanto en su país y en el campo de las relaciones internacionales como dentro de la Organización, donde ha presidido el Comité de la Sede y ha participado activamente en la puesta en marcha del plan de renovación de los edificios y de la campaña de recaudación de fondos con ese fin ante organismos públicos y privados, además de ser miembro del Comité de Arquitectura, Presentación y Conservación de las Obras de Arte de la UNESCO. Tampoco hay que olvidar su labor en materia de gestión y conservación de los archivos de la Organización y su intensa actividad en el Consejo. Por último, y habida cuenta de todo lo que acaba de decir, la oradora insta a otros Estados Miembros a que apoyen esa candidatura.

(7) Ms FAXAS (Dominican Republic) supported the proposal of the representative of Uruguay, and said that the candidature of Ms Sonia Mendieta de Badaroux was justified by her performance in her own country, in the field of international relations and within UNESCO,

where she had chaired the Headquarters Committee and taken an active part in launching the Renovation Plan for Headquarters buildings and in the fund-raising campaign among public and private bodies for that purpose, in addition to being a member of the Committee on Architecture and the Presentation and Conservation of Works of Art at UNESCO Headquarters. Nor should her work on the management and conservation of UNESCO's archives and as a highly active Board Member be forgotten. She concluded by urging other Member States to support that candidature.

8. M. BAYAN (Tchad), estimant que M. Nachabé possède l'expérience et la sagesse nécessaires pour assumer la lourde tâche de la présidence du Conseil, appuie la proposition de la Libye.

9. Mr KLINGLER (Germany) said that Germany supported the candidature of the United Kingdom. He was convinced that Ambassador Stanton would be an excellent Chairperson. His personality was such that he would guarantee that the Executive Board continued to work in an efficient manner, abiding by its Rules of Procedure, and he would bear in mind, in a balanced manner, the necessary reforms that were to be tackled at the next session of the Executive Board. He would also be the right person to ensure that the Executive Board would act as an effective counterbalance to the other organs of the Organization, as foreseen in the Constitution. The United Kingdom was the cradle of democracy and it would be good for UNESCO's reputation, visibility and image if the representative of the mother country of democracy, with its long tradition and experience in that field, were to be the Chairperson of the Executive Board.

10. M. HAULICA (Roumanie) apporte, au nom de l'exigence d'universalité plus encore qu'au nom de son pays et de sa région, son soutien à la candidature de Mme Mendieta de Badaroux. Originaire d'un continent durement éprouvé par les fléaux de la nature, celle-ci a toujours affronté les difficultés avec une ardeur qui force l'admiration et qui représente précisément le type de qualité dont l'UNESCO a besoin à l'heure actuelle pour sortir du climat irréal de bureaucratie qui menace de l'étouffer. La lutte qu'elle a menée pour faire que le Comité du Siègle ne soit pas une coquille vide, mais un cadre digne de la mission qui lui est confiée, montre que Mme Mendieta de Badaroux possède les qualités requises pour porter haut les ambitions de l'UNESCO, qui malheureusement n'ont cessé de décliner ces derniers temps.

11.1 A vote was taken by secret ballot.

11.2 At the Chairperson's request, Ms Karvelis (Lithuania) and Mr Zhang (China) acted as tellers.

11.3 The result of the vote was as follows:

Number of Members:	58
Number of Members absent:	0
Number of blank or invalid ballot papers:	1
Number of votes recorded:	57
Majority required:	29

Number of votes obtained:

Ms Mendieta de Badaroux	28
Mr Nachabé	17
Mr Stanton	12

12. Ms MOSEROVÁ (President of the General Conference) stated that, no candidate having obtained the required majority, a further ballot must be taken, in accordance with Rule 54, paragraph 2, of the Rules of Procedure.

13. Mr STANTON (United Kingdom) stated that he was withdrawing from the second round in order to facilitate the voting process. He took the opportunity to recognize the courtesy and graciousness of the other two candidates.

14. Ms MOSEROVÁ (President of the General Conference) requested that Mr Stanton's name be struck from the list of candidates. She then read out Rule 54, paragraph 2, of the Rules of Procedure of the Executive Board.

15. Ms MICKWITZ (Finland) requested a longer pause to enable Members to hold negotiations.

16. Ms MOSEROVÁ (President of the General Conference) said that she understood from the Board's reaction that it was not in favour of the meeting being suspended.

17.1 A second vote was taken by secret ballot.

17.2 At the Chairperson's request, Ms Karvelis (Lithuania) and Mr Zhang (China) acted as tellers.

17.3 The result of the vote was as follows:

Number of Members:	58
Number of Members absent:	0
Number of blank or invalid ballot papers:	0
Number of votes recorded:	58
Majority required:	30

Number of votes obtained:

Ms Mendieta de Badaroux	34
Mr Nachabé	24

17.4 Having obtained the required majority, Ms Mendieta de Badaroux was elected Chairperson of the Executive Board.

18.1 M. NACHABÉ (Liban) tient à remercier tous les membres du Conseil exécutif, qu'ils aient ou non voté pour lui. Pour sa part, il se réjouit du résultat, qu'il juge amplement mérité.

١٨،٢ ثم واصل السيد نشابه كلمته بالعربية، تعبيراً منه عن تعلقه بمبدأ العالمية، فشكر الرئيسة كما شكر جميع الأشخاص الذين أيدوه، وأعرب عن تمنياته الصادقة في أن تتوفق السيدة سونيا دي بادارو بالمهمة الجليلة التي ستقوم بها ووعداً بأنه سيكون معينا لها في جميع أعمالها.

(18.2) Continuing in Arabic as a sign of his attachment to the principle of universality, he thanked the Chairperson and all those who had supported him. He expressed sincere wishes to Ms Sonia Mendieta de Badaroux for success in the noble task she was about to undertake, and pledged his support to her in all her work.

19.1 Ms MOSEROVÁ (President of the General Conference) said that she was gratified that the Board would have Mr Nachabé's wisdom and Mr Stanton's expertise at its disposal. She congratulated Ms Mendieta de Badaroux and wished her success in her new office.

19.2 Poursuivant en français, la Présidente de la Conférence générale souhaite au Conseil exécutif, dont elle demeure membre *ès* qualités, tout le succès possible dans ses travaux en cours et à venir, avant de céder la place à la Présidente nouvellement élue.

Mme Mendieta de Badaroux prend la présidence.

20.1 La PRESIDENTA dice que recibe con humildad e inmensa alegría la elevada distinción con que la han honrado los miembros del Consejo y las responsabilidades que le han asignado al elegirla para ocupar ese cargo durante el bienio 2000-2001: con humildad, porque si bien la elección se efectúa a título personal, piensa que lo que se ha querido exaltar no son sus méritos propios sino a un país como Honduras, su patria, al que representa con orgullo y que, a pesar de sus grandes tragedias materiales, conserva incólume su amor por la libertad y su fe en la democracia y el estado de derecho. Ha sido elegido, sin duda, porque, como país en desarrollo, tiene la sensibilidad necesaria para comprender y evaluar las expectativas y esperanzas de las poblaciones más necesitadas de la asistencia directa de la UNESCO. En cuanto a la alegría, dice que procede de la certeza de que contará en todo momento con la leal y eficaz cooperación de sus colegas del Consejo, sin cuyas luces y experiencia le sería imposible realizar un trabajo satisfactorio en pro de los grandes ideales que motivaron la creación de la Organización y justifican su existencia actual y su proyección en los años venideros.

20.2 Estima que habrá que repetir una y mil veces, para que nunca se olvide, el postulado fundamental de la UNESCO, esto es, "puesto que las guerras nacen en la mente de los hombres, es en la mente de los hombres donde deben erigirse los baluartes de la paz". El objetivo principal es, pues, la instauración de la paz entre los hombres y la erradicación de la fuerza como medio de solución de los inevitables conflictos que suelen surgir en la vida de los pueblos. La paz auténtica y verdadera supone el respeto de los derechos de la persona humana, en particular, la igualdad y la libertad, sin los cuales todos los demás no serían más que simples entelequias. Esto significa que la educación, la ciencia, la cultura y la comunicación son sólo los medios que se deben movilizar, desarrollar y perfeccionar para que la Organización se acerque día a día más a la meta que justifica su existencia.

20.3 Recuerda a continuación que la fe y la confianza en la plena realización de los ideales de la UNESCO se han visto estimuladas por ciertos acontecimientos notables que se han producido últimamente: por ejemplo, en su reciente visita a la India, el Papa Juan Pablo II formuló declaraciones de gran importancia para la humanidad; no sólo invitó al diálogo entre todas las religiones y afirmó que éste era el mayor reto del siglo XXI sino que proclamó el valor supremo de la libertad como derecho fundamental de la persona humana; hasta tal punto es inviolable que debe preservarse el derecho de cada uno a cambiar de religión si su conciencia se lo pide. Destaca, en el mismo orden de ideas, la importancia de las palabras pronunciadas por Yasser Arafat ante 17 Jefes de Estado y representantes de 185 Estados Miembros en la Sede de la Organización cuando ésta celebraba el quincuagésimo aniversario de su creación: en aquella oportunidad, el Presidente de la Organización para la Liberación de Palestina se refirió a la necesidad de eliminar las diferencias culturales, religiosas y sociales para abrir las rutas hacia la paz, al mismo tiempo que expresaba su condolencia por el vil asesinato de otro gran dirigente mundial, Yitzhak Rabin, a quien llamó compañero.

20.4 En opinión de la Presidenta, la UNESCO tiene el deber de recoger y difundir este tipo de manifestaciones, tanto más hoy cuanto que ha sido designada por las Naciones Unidas organización coordinadora del Año Internacional de la Cultura de la Paz. En este sentido, corresponde a la

Organización reafirmar su universalidad como foro abierto para el encuentro de todas las culturas, razas, nacionalidades e ideologías, cuya existencia y diferencias enriquecen el patrimonio intelectual de la humanidad, sin perjuicio de la igualdad jurídica y la dignidad a todos reconocidas.

20.5 Si bien acontecimientos como los señalados son un aliciente para la acción de la Organización, no se puede dejar de apelar a la buena voluntad de los países más desarrollados, para que contribuyan con su presencia cabal y formal a la universalidad de la UNESCO y destinen mayores fondos a la asistencia de los más necesitados. Por su parte, la Organización tendrá que realizar un gran esfuerzo para eliminar cualquier factor que pueda entorpecer el progreso hacia la tolerancia, la paz y la justicia social internacional.

20.6 Sólo la labor coordinada de los órganos fundamentales de la UNESCO, es decir, la Conferencia General, el Consejo Ejecutivo y la Secretaría, en la persona del Director General, podrá facilitar el logro de tan elevados fines. Consciente de que el Consejo debe perfeccionar cada vez más sus métodos de trabajo y ser muy exigente en el cumplimiento de sus propias obligaciones y de las de aquellos que han de ejecutar las decisiones de la Conferencia General y el Consejo Ejecutivo, la Presidenta hace hincapié en que esta línea de conducta más rigurosa, que se debe seguir por imperativos morales y jurídicos, no tiene que propiciar un enfrentamiento entre los distintos órganos de la UNESCO. Si bien, cada uno debe cumplir íntegra y cabalmente las funciones que le competen, todos deben cooperar para alcanzar el fin común, que no es otro que la realización de la noble tarea que la UNESCO asumió desde el instante de su nacimiento como organización internacional.

20.7 Dice que con ese espíritu de cooperación y solidaridad vigilante y constructiva saluda calurosamente al nuevo Director General, Sr. Matsuura, a quien augura un exitoso mandato y a quien ofrece todo el apoyo que requiera del Consejo Ejecutivo.

(20.1) The CHAIRPERSON said she accepted with humility and great joy the signal distinction conferred upon her by the Members of the Board and the responsibilities they had entrusted to her in electing her to that office for the 2000-2001 biennium. Humility indeed she felt because, although the election was in a personal capacity, she thought the purpose had been to exalt not her own merits but a country like Honduras, her native land she was proud to represent, which, despite the material disasters it had suffered, kept intact its love of freedom and its faith in democracy and the rule of law. It had clearly been elected because, as a developing country, it was sensitive enough to understand and gauge the hopes and expectations of populations most in need of UNESCO's direct assistance. Her joy, she added, sprang from her confidence that she would always be able to count on the loyal and effective cooperation of her colleagues on the Board, without whose enlightenment and experience she would be quite unable properly to serve the great ideals that had given rise to the Organization and justified its present existence and its influence in the years ahead.

(20.2) She considered it necessary to repeat time and again, lest it ever be forgotten, the basic postulate of UNESCO that "since wars begin in the minds of men it is in the minds of men that the defences of peace must be constructed". The main objective was consequently to establish peace among human beings and eliminate force as a means of resolving the inevitable conflicts that were the habitual lot of peoples. Genuine peace implied respect for the rights of the individual, particularly equality and freedom, without which all other rights would just be illusory. It meant that education, science, culture and communication were simply the means to be mustered, developed and improved so as to bring the Organization ever closer to its inherent goal.

(20.3) Faith and confidence in the full realization of UNESCO's ideals had, she recalled, been encouraged by some recent events of note. For example, during his recent visit to India, Pope John Paul II had made statements of great significance for humanity. He had not only called for dialogue between all religions and affirmed that to be the major challenge of the twenty-first century, but he had also proclaimed the supreme value of freedom as a fundamental right of the individual; so inviolable was it that the right of each person to change religions should the conscience so dictate must be preserved. In the same vein, she emphasized the importance of the words spoken by Yasser Arafat before 17 Heads of State and the representatives of 185 Member States assembled at UNESCO Headquarters to celebrate the fiftieth anniversary of the Organization. The President of the Palestine Liberation Organization had on that occasion stressed the need to eliminate cultural, religious and social differences in order to open the way to peace, and had at the same time expressed his sorrow over the odious assassination of another great world leader, Yitzhak Rabin, whom he had called his companion.

(20.4) In her view, it was UNESCO's duty to welcome and disseminate that type of statement, especially since the Organization had been designated by the United Nations as coordinating agency for the International Year for the Culture of Peace. In that connection, it was for UNESCO to reaffirm its universality as an open forum for the meeting of all cultures, races, nationalities and ideologies, whose existence and differences enriched the international heritage of humanity, without prejudice to the equality before the law and the dignity that were recognized for all.

(20.5) Even though such events acted as an incentive for UNESCO's work, it was still necessary to appeal to the goodwill of the most developed countries to persuade them to contribute though their active and formal presence to the universality of UNESCO and set aside more funds to assist those most in need. For its part, the Organization would have to make a great effort to eliminate any factor that might hinder progress towards tolerance, peace and social justice among nations.

(20.6) Only the coordinated work of UNESCO's basic institutions, namely the General Conference, the Executive Board and the Secretariat in the person of the Director-General, could facilitate the achievement of such lofty aims. She was conscious that the Board must constantly improve its working methods and be very demanding in the matter of fulfilling its own obligations and those of the parties responsible for implementing the decisions of the General Conference and the Executive Board. That more vigorous line of conduct, she emphasized, which should be followed for compelling moral and legal reasons, must not give rise to confrontation between the various organs of UNESCO. Although each of them had to attend fully and properly to its own duties, they must all cooperate in furtherance of the common goal, which was nothing short of fulfilment of the noble task UNESCO had set itself from the time of its birth as an international organization.

(20.7) In that vigilant and constructive spirit of cooperation and solidarity, she was offering her warm greetings to the new Director-General, Mr Matsuura, to whom she wished every success in office and pledged the full support he required of the Executive Board.

20.8 Continuing in English, she assured the Director-General that harmony, the *wa* that he had mentioned in his inaugural address, would be the guiding principle of the Board's cooperation with him. She was confident that the *wa*, which many had considered lost, would be restored and retained.

20.9 La Presidenta concluye en español reiterando su eterna gratitud al Consejo y repitiendo que sólo con su ayuda se podrán dar los pasos necesarios para el engrandecimiento de la Organización y el cabal cumplimiento de sus nobles ideales. Por último, expresa su profundo agradecimiento a todos aquellos que le han manifestado su confianza mediante su voto y a los que le han ayudado en su campaña electoral.

(20.9) Concluding in Spanish with a further expression of enduring gratitude to the Board, she repeated that only with its help would the necessary action be possible to enhance the Organization and properly fulfil its noble ideals. Finally, she was extremely grateful to all those who had shown their confidence in her via the ballot box and to those who had assisted her election campaign.

21. The DIRECTOR-GENERAL congratulated the Chairperson on her election to the prestigious office of Chairperson of the Executive Board. He said that he agreed with her statement concerning the major tasks that lay ahead for the Organization, and was convinced that their successful accomplishment required good, efficient and effective working relations between the Executive Board and the Secretariat, in particular between the Chairperson of the Board and the Director-General. He was very pleased that she, whom he had known for several years already, had been elected to the Chair, and pledged to do his best to address those important tasks in close cooperation with the Board and its Chairperson.

22.1 张崇礼先生(中华人民共和国)首先对门迭塔·德巴达鲁(MENDIETA de BADAROUX)女士当选新的执行局主席表示热烈祝贺。张先生指出,门迭塔·德巴达鲁女士在过去两年执行局工作和总部委员会中表现出的智慧、洞察力和经验是大家非常熟悉的。他表示相信,执行局在其领导下,在今后跨世纪的两年中,与新任总干事和秘书处协调合作,一定能圆满完成《组织法》赋予它的法定职责,并迎接新的挑战。张先生还表示相信另外两位杰出的候选人纳沙贝(NACHABÉ)先生和斯坦顿(STANTON)先生将会以其杰出的能力和奉献精神继续对执行局的工作发挥不可或缺的重要作用。张先生还对卸任的执行局主席切特桑加(CHETSANGA)先生及其前任保陶基(PATAKI)先生在促进执行局的改革和在本组织历史性的重要时刻所做的杰出工作表示崇高的敬意。

22.2 张先生还藉此机会对新任总干事松浦晃一郎先生表示了诚挚的祝贺和最良好的祝愿。他说中国对一位来自亚太地区的杰出人士首次出任本组织行政首长感到由衷的高兴。他表示总干事先生15日的就职演说给他留下了深刻印象。他坚信教科文组织在其领导下,将通过厉行改革和计划的集中,增加活力,提高效率,在自己的职责范围内,为推动会员国教育、科学、文化和传播的发展和在这些领域中的国际合作,进一步实现文化的多样性,取得更大的进步。从而对世界和平与安全的实现作出切实的贡献。张先生最后表示中国政府及其本人将全力支持总干事的工作,为本组织更加健康的发展贡献一份力量。

(22.1) Mr ZHANG (China) warmly congratulated Ms Mendieta de Badaroux on her election to the office of Chairperson of the Executive Board. Her wisdom, insight and experience,

revealed in her work in the Executive Board and the Headquarters Committee over the previous two years, were well known to Board Members. He was confident that, under her guidance, and in cooperation with the new Director-General and the Secretariat, the Board would fulfil the statutory responsibility entrusted to it by the Constitution and would successfully meet the new challenges posed by the twenty-first century. He also felt certain that, with their extraordinary ability and spirit of dedication, the other two outstanding candidates, Mr Nachabé and Mr Stanton, would continue to play an essential role in the work of the Board. He paid a sincere tribute to the outgoing Chairperson of the Executive Board, Mr Chetsanga, and to his predecessor, Mr Pataki, for the excellent work they had done in promoting reform in the Board during a historic period in the life of the Organization.

(22.2) He also took the opportunity to extend his heartfelt congratulations and best wishes to the new Director-General, Mr Koïchiro Matsuura. China welcomed from the bottom of its heart the appointment for the first time of an eminent figure from the Asia and the Pacific region as executive head of the Organization. The inaugural address delivered by the Director-General on 15 November 1999 had left a deep impression on him. He firmly believed that, under the leadership of the new Director-General, and by carrying out thorough reform, focusing on priority programmes, showing greater vitality and raising efficiency, UNESCO could make a practical contribution, within its terms of reference, to the further development of education, science, culture and communication in its Member States, to international cooperation in those fields, to the further promotion of cultural diversity and progress, and thus to world peace and security. Finally, he said that the Chinese Government and he himself would give their full support to the Director-General in his work and strive to ensure the healthy development of the Organization.

23.1 M. TIO-TOURÉ (Côte d'Ivoire), après avoir rendu hommage aux deux candidats non élus, M. Stanton, dont il a pu apprécier les idées brillantes et la force de travail, notamment au sein de l'Equipe spéciale pour l'UNESCO au XXI^e siècle et du Comité spécial, et M. Nachabé, dont la compétence et l'humour sont bien connus de ceux qui l'ont côtoyé au sein du Comité spécial, prend acte avec une réelle satisfaction de l'élection de Mme Mendieta de Badaroux, dont il loue avant tout l'action dynamique à la tête du Comité du Siègle. La vitalité peu commune que celle-ci a insufflé à cet organe lui a permis d'entreprendre, afin de rendre son éclat au Siègle de l'UNESCO, des efforts vigoureux qui, servis par ses exceptionnels talents de négociatrice, notamment pour la mobilisation de fonds, sont en passe d'être couronnés de succès. La sensibilité qu'elle a toujours manifestée aux préoccupations des pays en développement, son écoute à l'égard d'un monde en pleine mutation et des problèmes de la modernité, sont autant d'autres raisons de se réjouir de son élection. La Côte d'Ivoire félicite Mme Mendieta de Badaroux et sera heureuse de collaborer avec elle.

23.2 M. Tio-Touré salue par la même occasion l'élection au poste de Directeur général de M. Matsuura, dont il relève qu'il vient d'une aire culturelle ayant apporté beaucoup au monde contemporain et qu'il fait lui aussi montre d'une grande sensibilité aux problèmes des pays en développement et, plus généralement, des groupes prioritaires que sont les femmes, la jeunesse, l'Afrique et les pays les moins avancés. Il espère que les changements que toutes les récentes élections, y compris celle d'une très compétente nouvelle Présidente de la Conférence générale, annoncent à la veille du nouveau millénaire, augurent une UNESCO forte et solidaire, où la coopération internationale sera ravivée non seulement par les mots mais aussi et surtout par les actes. Aussi est-ce principalement sur le terrain qu'il attend la nouvelle équipe et c'est dans la perspective de la voir agir dans ce sens qu'il l'assure de son soutien.

24.1 El Sr. EZQUERRA (España), tras felicitar a la Presidenta por su elección, señala que para un español constituye una gran satisfacción que una latinoamericana ocupe ese importante cargo.

24.2 Le complace que el Consejo y la UNESCO en general estén dando pruebas de que ponen en práctica lo que todos desean, es decir, la igualdad de los sexos, consagrada en la Constitución de la Organización. El hecho de que tanto la presidencia de la Conferencia General como la del Consejo Ejecutivo estén en manos de esa mitad de la humanidad que ha estado tan marginada durante mucho tiempo no le parece una casualidad, sino el fruto de una reflexión.

24.3 Desea felicitar igualmente a los otros dos candidatos que se han presentado a la elección y confía en que puedan seguir aportando su valiosa colaboración en el seno del Consejo y de sus órganos.

24.4 Está seguro de que, por pertenecer a un mundo que es mixto por naturaleza y que abarca culturas autóctonas, europeas y africanas, la Presidenta garantizará en todo momento la apertura hacia todas las culturas, civilizaciones y grupos. Observa que ha recibido el apoyo de muchos grupos electorales y tiene la certeza de que estará atenta a las necesidades y preocupaciones de todos ellos. Espera que mediante su experimentada dirección pueda hacer realidad las aspiraciones de todos y lograr que la UNESCO continúe y amplíe su labor en pro de sus objetivos fundamentales, fijando las prioridades necesarias y poniendo en marcha, continuando o acelerando las reformas que todos consideran convenientes.

24.5 El orador aprovecha la oportunidad para felicitar al Director General en nombre del Gobierno de España y le brinda su confianza y colaboración en la difícil tarea de conseguir los objetivos y establecer un orden de prioridades que permita concentrar los esfuerzos y los limitados recursos en torno a esas metas que para él son permanentes. Concluye diciendo, a este respecto, que no desea hacer referencia al nuevo siglo, ya que los objetivos de la UNESCO estaban vigentes en el siglo que termina, lo estarán en el que comienza y, teniendo en cuenta la naturaleza de la humanidad, probablemente también lo estarán en siglos posteriores.

(24.1) Mr EZQUERRA (Spain), after congratulating the Chairperson on her election, said it was most gratifying to a Spaniard to see a Latin American in that important office.

(24.2) He was pleased that the Board and UNESCO in general were evidently putting into practice what everyone desired, namely that equality of the sexes which was enshrined in the Organization's Constitution. The fact that the offices of President of the General Conference and Chairperson of the Executive Board were in the hands of that half of humanity which had been so marginalized for so long looked to him like no coincidence, but rather the outcome of reflection.

(24.3) He also wished to congratulate the other two candidates who had stood for election and was confident that they could continue to make their valuable contribution within the Board and its bodies.

(24.4) He was sure that, since she belonged to a world that was mixed by nature, comprising indigenous, European and African cultures, the Chairperson would ever ensure openness to all cultures, civilizations and groups. She had, he observed, received the support of many electoral groups and he was sure that she would be attentive to the needs and concerns of all of them. He hoped that her experienced guidance would be conducive to the achievement of everyone's aspirations and the continuance and expansion of UNESCO's work to attain its basic objectives, by setting the necessary priorities and implementing, continuing or speeding up the reforms that everyone considered desirable.

(24.5) He wished to take the opportunity of congratulating the Director-General, on behalf of the Government of Spain, and to assure him of his confidence and cooperation in the difficult task of achieving objectives and establishing an order of priorities enabling efforts and limited resources to be concentrated on those goals which he considered to be permanent. In conclusion, he had no wish in that connection to refer to the new century since UNESCO's objectives were valid in the century drawing to its close, would be so in that about to begin and, given the nature of humanity, would probably also hold good in subsequent centuries.

25. Mr ETEFFA (Ethiopia) expressed heartfelt congratulations to the Chairperson and pledged the cooperation of the Ethiopian delegation to make her work successful. He paid tribute to her predecessors, Ambassador Pataki and Professor Chetsanga, for the successful work they had accomplished. He expressed his appreciation to the Director-General for his commitment to the universality of UNESCO and for his allusion to Ethiopia as the source of all human beings: while Board Members might not agree to being called Ethiopians, he was confident that they all believed in the universality of justice, peace and working together, and in the common destiny of humankind, despite cultural, linguistic and other differences.

26.1 El Sr. GUERRA CARABALLO (Uruguay) felicita a la Presidenta por su merecida elección y opina que se ha hecho justicia, habida cuenta de su trayectoria, su dedicación y su acción permanente en pro de los ideales de la UNESCO. Dice que tanto el Sr. Nachabé del Líbano como el Sr. Stanton del Reino Unido han puesto de manifiesto el espíritu del nuevo Consejo, al comportarse de forma hidalga en el acto democrático de las elecciones y se congratula de que así haya sido.

26.2 En este periodo de renovación de la Organización, ya que se ha nombrado a un nuevo Director General, que ha comenzado sus tareas, y a una nueva Presidenta del Consejo Ejecutivo, les brinda el apoyo de su país y el suyo propio y espera que contribuyan a alcanzar los ideales de la UNESCO en las esferas de la educación, la ciencia y la cultura, teniendo en cuenta las necesidades del nuevo siglo, en el que habrá que seguir bregando por lograr la paz y la tolerancia en el mundo.

26.3 La humanidad deposita sus esperanzas en organismos como la UNESCO y en todos quienes, dentro de ella, actúan para conseguir tan preciados objetivos y hacer frente a los desafíos del nuevo milenio.

26.4 Si bien la Organización ha obtenido algunos resultados concretos, parece que muchas carencias son tan antiguas como la humanidad y, por lo tanto, será necesario seguir luchando para subsanarlas. De lo que se trata es de construir un mundo mejor y confía en que el Consejo, en colaboración con el nuevo Director General y la nueva Presidenta, haga todo lo posible por lograrlo.

(26.1) Mr GUERRA CARABALLO (Uruguay) congratulated the Chairperson on her well-deserved election and considered that justice had been done, given her experience, dedication and continuing action to promote the ideals of UNESCO. That both Mr Nachabé, of Lebanon, and Mr Stanton, of the United Kingdom, had displayed the spirit of the new Board by behaving in a gentlemanly manner in the democratic electoral process afforded him further gratification.

(26.2) In the current period of renewal of the Organization, since a new Director-General, who had already begun work, and a new Chairperson of the Executive Board had been elected, he assured them of his country's and his own support, and hoped that they would help to achieve the ideals of UNESCO in the fields of education, science and culture, bearing in mind the requirements of the new century, in which it would be necessary to continue striving to achieve peace and tolerance in the world.

(26.3) Humanity had pinned its hopes on organizations like UNESCO and on all those within it who acted in furtherance of such cherished objectives and in response to the challenges of the new millennium.

(26.4) Although the Organization had secured some tangible results, many of its shortcomings were seemingly as old as humanity and consequently called for ongoing remedial action. The requirement being to build a better world, he trusted that the Executive Board, in cooperation with the new Director-General and the new Chairperson, would do their utmost towards that end.

27. M. DJENNO OKOUMBA (Gabon), tout en partageant les appréciations positives formulées par le représentant de la Côte d'Ivoire à l'endroit de MM. Stanton et Nachabé, félicite au nom du Groupe africain la Présidente pour son élection. Originnaire d'un pays qui a réussi une synthèse remarquable de peuples et de cultures, elle est connue pour sa sensibilité aux problèmes de l'Afrique et son attachement au principe d'universalité et ne manquera pas d'apporter sa note personnelle à l'arc-en-ciel des sensibilités qui s'expriment au sein de l'UNESCO. En tout cas, elle pourra compter sur l'aide du Gabon pour que la mission qui lui est confiée s'accomplisse sous le signe de l'harmonie - mot clé de la période qui s'annonce - entre le Conseil exécutif et le Secrétariat.

28. M. CHARLES (Haïti) tient à rendre hommage aux deux candidats non élus qui se sont montrés prêts à mettre leur savoir et leurs qualités au service de l'Organisation. Parmi les innombrables qualités qui ont valu à Mme Mendieta de Badaroux d'avoir été choisie, il relève en particulier son sens du dialogue et du contact humain, qu'il juge très important pour faire régner le climat d'harmonie nécessaire au bon fonctionnement du Conseil exécutif et son grand intérêt pour les pays du tiers monde. Après avoir évoqué les lourdes responsabilités qui l'attendent au moment où s'ouvre une ère nouvelle, riche de promesses et placée sous le signe des réformes concernant en particulier le rôle qui incombe à chacune des différentes instances de l'UNESCO, il tient à lui témoigner sa confiance et à l'assurer de la solidarité du Conseil exécutif.

29. Mme KARVELIS (Lituanie), tout en reconnaissant les qualités exceptionnelles des autres candidats, se réjouit au nom du Groupe II et surtout en son nom personnel, de ce qu'une femme, à laquelle l'unissent par ailleurs des liens d'amitié, ait été choisie pour présider aux destinées de l'UNESCO au tournant du millénaire. Elle ne doute pas que la nouvelle Présidente saura mener la barque du Conseil exécutif vers les eaux calmes de l'harmonie en évitant les écueils des affrontements stériles. En fait, la contribution de Mme Mendieta de Badaroux à la mise en place de l'Année internationale de la culture de la paix la prédestinait à occuper durant l'année 2000, proclamée également Année des Nations Unies pour le dialogue entre les civilisations, ce poste où elle saura, aux côtés du Directeur général, veiller avec le doigté voulu à la mise en oeuvre des réformes indispensables et garantir l'espace nécessaire à la réflexion sur la fonction prospective de l'UNESCO et sur les problèmes d'éthique, qui représente une tâche essentielle de l'Organisation. En tant que petit pays, la Lituanie est heureuse que le choix d'une personnalité apte à assumer une telle responsabilité se soit porté sur la représentante du Honduras, autre petit pays.

30. Mr HUSSEIN (Malaysia) congratulated the Director-General and the Chairperson on their election, which had put UNESCO in a better position to set its course of action for the first few years of the twenty-first century. Malaysia felt inspired by the policy statements made by the new Director-General, and had always been convinced that UNESCO was indispensable to the world and to humanity. UNESCO's strength lay in its enormous intellectual capital and the services it provided; it was a forum established to enhance and perpetuate world peace and cooperation. Like other

international organizations, UNESCO suffered from a degree of mismanagement, nepotism and favouritism; one of the challenges facing the Organization was therefore to ensure total mobilization of its staff in all contexts with a minimum level of internal conflict. The recent strike had been a lesson and a challenge: the Members of the Board must assist the Director-General, the Chairperson and the Secretariat to ensure that they discharged their duties and responsibilities effectively. He concluded by thanking all those who had supported Malaysia in its quest for membership of the Executive Board.

31. Mr SAFULI (Malawi) congratulated the Chairperson on her election and expressed the hope that she would work harmoniously with the Director-General to achieve the goals of UNESCO. He assured her of Malawi's support during her term of office. He also congratulated the other two candidates and urged them not to lose hope since their very nomination had indicated their potential to be Chairpersons of the Board. Finally, he commended Mr Nachabé for his public pledge of support to the elected Chairperson.

32.1 Mr AKINLUYI (Nigeria) commended Mr Stanton for having withdrawn to facilitate the election process, a gesture which was in keeping with his gentleness, graciousness, decency and decorum. He also commended Mr Nachabé for his steadfastness and gallantry. The Chairperson's spirit of innovation when she had been Chairperson of the Headquarters Committee, and he her Vice-Chairperson, had already been underscored by others. Nigeria had no doubt that she would perform her new duties creditably; her synergy with the new Director-General and her symbiosis with Board Members were bound to be salutary and fruitful. He was certain that she would bring further visibility to UNESCO, and he wished her every success.

32.2 He congratulated the Director-General on his appointment and expressed appreciation for his empathy with the third world and Africa. He commended the Director-General's address to the General Conference, which had clearly indicated his vision and dedication to universality, and he assured him of Nigeria's continued cooperation.

33. Mr KHAN (Pakistan) congratulated the Chairperson on her election and said that she was an eminent and distinguished personality endowed with great wisdom; he was certain that her charm and grace would be a source of inspiration to all. He begged to differ slightly from the representative of Lithuania, stating that there were no small countries on the Board, only countries that stood on an equal footing with others which had a large population or a large surface area; what really mattered was what each country stood for. Honduras had come to be respected for its democratic values, its good governance and its harmony in the social and economic fields - it had become a symbol for the developing countries. He then expressed deep respect for Mr Stanton and Mr Nachabé. He welcomed the new Members to the Board, and said that Pakistan intended to take part fully and constructively in its deliberations. He hoped that the Chairperson and the Director-General would cooperate successfully in view of the challenges ahead, and pledged his support so that they could be the architects of a new era for UNESCO and meet the aspirations of the world's people. He concluded by underscoring the importance of building bridges between cultures and, pointing to the need to do so between the cultures represented in the Board, said that he hoped to cooperate with the Chairperson to promote intercultural dialogue.

34. M. MAMAJONOV (Ouzbékistan) se dit convaincu que, sous la direction de la nouvelle Présidente, le Conseil exécutif se montrera digne des tâches qui attendent l'Organisation durant les années à venir et poursuivra le processus de réforme engagé il y a deux ans. Il saisit l'occasion pour adresser également ses chaleureuses félicitations et ses voeux de succès au nouveau Directeur général, dont il juge le premier discours très encourageant. L'UNESCO entre dans le nouveau millénaire sous la

conduite d'un Directeur général qui œuvrera au mieux, il en est certain, à traduire en réalités les aspirations des Etats membres.

35. Mr HANRATH (Netherlands) congratulated the Chairperson on her election and said that he looked forward to working under her guidance. The period ahead was an extremely important one, during which many reforms would be necessary. He assured her that his country was dedicated and ready to work to that end. He hoped that under her leadership UNESCO would be revitalized and even saved.

36. Mr VILLAROEL (Philippines) congratulated the Chairperson warmly and wished her the very best. He said that the road ahead was long and difficult, and the Chairperson had assumed her duties at a propitious time that augured well for all. The new Director-General was prepared to work and cooperate with the Board to transform the daunting challenges ahead into opportunities for growth and progress in UNESCO's continuing search for validity and relevance. He was convinced that the Chairperson would not allow the Board to be a mere debating society, and that with the cooperation of the Director-General and the entire Board, she would turn UNESCO into a proactive and accomplishment-oriented organization. Her election honoured not only her country and region, but also the Philippines, which had strong and enduring links with Latin America. He wished her every success and stressed that she could always rely on his country's full support and cooperation.

37. Г-н БОРИСОВ (Российская Федерация) присоединяется к другим ораторам, поздравившим г-жу Мендиету де Бадару с избранием на важный пост Председателя Исполнительного совета. Хотя все три кандидата были достойными, символично то, что выбрана женщина, как и на Генеральной конференции. Все ожидают, что Организация, вступая в новое столетие под руководством нового Генерального директора и нового Председателя Исполнительного совета, получит новый импульс и станет в своих действиях более конкретной и конструктивной, что государства-члены приблизятся еще больше к ЮНЕСКО и что национальные комиссии смогут более эффективно информировать общественность о благородной миссии Организации, способствуя тем самым сближению и взаимному пониманию народов. В заключение г-н Борисов выражает надежду на то, чтобы тепло, исходящее от Председателя, которую согревает русский платок, передавалось всем членам Исполнительного совета и чтобы все сложные проблемы находили оптимальное решение на основе принципа *wa* «гармония, слаженность». Он желает Председателю больших успехов в ее работе.

(37) Mr BORISSOV (Russian Federation) said that he wished to add his voice to previous speakers who had congratulated Ms Mendieta de Badaroux on her election to the important office of Chairperson of the Executive Board. While all three candidates had been worthy, it was symbolic that it was a woman who had been chosen, as had also been the case at the General Conference. It was the expectation of all that the Organization, entering the new century under the guidance of a new Director-General and a new Chairperson of the Executive Board, would find a new impetus and be more practical and constructive in its work, that the Member States would grow even closer to UNESCO, and that the National Commissions might be more effective in informing the public about the Organization's noble mission, thereby ensuring closer links and mutual understanding among peoples. In conclusion, he expressed the hope that the warmth emanating from the Chairperson, in her warm Russian shawl, might be transmitted to all Board Members, and that all complex issues might find an optimum solution on the basis of *wa* "harmony". He wished the Chairperson every success in her work.

38.1 Mr JALALI (Islamic Republic of Iran), on behalf of the Asia and the Pacific group, congratulated the Chairperson on her election and thanked her predecessors, Mr Pataki and Mr Chetsanga, whose ground-breaking work was a real asset. He was certain that her valuable experience, amiable nature, humane energy and warm spirit would help her to steer the Board in the right direction. Honduras was a link between two great continents; consequently the Chairperson was bound to be a valuable mediator and ensure harmony between the Executive Board and the Secretariat. He assured her of the support and cooperation of the Asia and the Pacific group. The advent of the new Director-General, the imminence of the new Medium-Term Strategy and the turn of the new century all heightened the urgent need to enhance the "art of listening", which, together with the requisite harmonization, was a must at UNESCO.

38.2 He congratulated the Director-General on his election and commended his inaugural speech. He was certain that he would lead the Secretariat to achieve the goals it had set itself for the start of the new millennium. Some world problems, such as illiteracy and cultural discrimination, had a direct bearing on UNESCO's activities, while others, such as war, injustice and inequality, indirectly hindered the Organization's achievement of its major goals. The immensity of those problems was indicative of the magnitude of the tasks and responsibilities incumbent upon both the Director-General and the Chairperson; however, current transformations and emerging possibilities augured well for the resolution of those difficulties and for the advent of a world free of ignorance, injustice and inequality, a world which afforded the various cultures opportunities for self-expression and advancement. Achievement of those objectives depended on appropriate international resolve and cooperation, which it was part of UNESCO's mandate to bring about and strengthen. He was confident that under her guidance such resolve and cooperation would bear greater fruit than ever before.

٣٩ رحبت السيدة عمر (مصر) بانتخاب السيدة سونيا مندييتا دي بادارو رئيسة المجلس التنفيذي لخبرتها في الإدارة ولامتيازها بالحكمة واللباقة وللفتاتها الإنسانية الكريمة ولأنشطتها المتنوعة ومنها رئاسة لجنة المقر وتأسيس النادي الخاص بمندوبي البلاد المختلفة "Le Cercle des Délégués" وهي أنشطة قرّبت بين الأعضاء وخلقت جوا من الألفة والتآخي وأعرّبت عن أملها في أن يسود هذا الجو نفسه روح العمل في المجلس في الحقبة المقبلة. ثم أشادت بالمرشحين الآخرين السيد ستانتون والسيد نشابة واختتمت كلمتها بعبارات التهنئة التي وجهتها مرة أخرى إلى السيد ماتسورا.

(39) Ms OMAR (Egypt) welcomed the election of Ms Sonia Mendieta de Badaroux as Chairperson of the Executive Board, in view of her experience of administration, her great wisdom and suitability for the post, her kind humanitarian gestures, and her various activities, such as chairing the Headquarters Committee and founding the Delegates' Circle, both activities which had helped to bring Member States closer together and create a more friendly and fraternal atmosphere. She expressed the hope that that same atmosphere would pervade the work of the Executive Board in the coming period. Finally, she commended the other two candidates, Mr Stanton and Mr Nachabé, and concluded her statement by reiterating her congratulations to Mr Matsuura.

40. La PRESIDENTA rinde homenaje al Sr. Stanton, al que se siente unida por lazos de compañerismo y amistad y de quien elogia la gran valía, sobre todo en los asuntos relativos a la gestión, atribuibles entre otras cosas, a su experiencia en el Banco Mundial. El Consejo Ejecutivo sabe que puede contar con su contribución esclarecida, sus orientaciones y sus consejos. Pese a hacer poco tiempo que su país regresó a la UNESCO, el Sr. Stanton ya ha demostrado que está dispuesto a aportar

una inestimable contribución a la Organización. Tras felicitar nuevamente al Sr. Nachabé que, como gran intelectual, tiene mucho que ofrecer al Consejo, asegura a ambos que su colaboración será para ella inapreciable.

(40) The CHAIRPERSON paid tribute to Mr Stanton, to whom she felt bound by ties of fellowship and friendship, commending his proficiency in management matters in particular, which she attributed to his World Bank experience *inter alia*. The Executive Board knew it could rely on his enlightened contribution, his guidance and his advice. Although his country had only recently returned to UNESCO, Mr Stanton had already demonstrated his readiness to make an inestimable contribution to the Organization. After again congratulating Mr Nachabé, who as an eminent intellectual had much to offer the Board, she assured them both that their collaboration would be of the utmost value to her.

41.1 M. CISSE (Guinée) félicite M. Stanton et M. Nachabé qui, en faisant acte de candidature, ont exprimé leur attachement à l'UNESCO et à ses valeurs, et il tient en tout cas à dire à M. Stanton que le résultat du scrutin n'enlève rien à l'importance que les Etats membres attachent au retour de son pays au sein de l'Organisation. Cela étant, en choisissant une femme comme Présidente, le Conseil exécutif a fait, selon la formule utilisée par M. Mayor lors de l'élection de Mme Bernard-Meunier, acte de civilisation, caractérisation qui s'applique aussi à l'élection de la représentante de la République tchèque à la présidence de la Conférence générale. De toutes les qualités humaines et professionnelles que Mme Mendieta de Badaroux a déployées au sein du Comité du Siège et de divers autres organes ou assemblées de l'UNESCO, celle qui retient l'attention est, selon M. Cisse, le sens des responsabilités. Ainsi, le choix du Conseil exécutif n'a rien de fortuit, car Mme Mendieta de Badaroux possède les qualités requises pour affronter la période qui s'ouvre et qui, comme toute période de transition, comporte autant d'atouts que de risques. L'audace avec laquelle elle a su jusque-là franchir des pas décisifs en offre la garantie.

41.2 Alors que le nouveau millénaire laisse espérer une aube nouvelle, M. Cisse trouve de bon augure que le candidat choisi pour diriger l'Organisation vienne précisément du pays dit du Soleil Levant. Il ne doute pas que le Directeur général et la Présidente du Conseil exécutif nouvellement élus sauront conjuguer leurs efforts et agir avec responsabilité, sagacité, générosité et efficacité de manière à porter à son maximum, dans la réalité concrète, le rayonnement des idéaux de l'UNESCO.

42. Mr SINGH (India) congratulated the Chairperson on her election and welcomed the meeting of East and West at the head of UNESCO. He said that the election had been a contest among the worthies. It was felicitous that the wisdom of Mr Nachabé and Mr Stanton, both outstanding Members of the Board, would continue to be available to the Board. Mr Tijani-Serpos was a poet, Mr Pataki a professor, Mr Chetsanga a scientist and Ms Mendieta de Badaroux a diplomat; he expressed the wish that the Board might continue to be thus enriched.

43. Mr MUAZZEM ALI (Bangladesh) congratulated the Chairperson on her election and expressed his confidence that she would carry out her mandated tasks with devotion and distinction. The tasks ahead were formidable, but he was certain that she would give new guidance to the Board in the new millennium, and he was gratified to note that the Board would be able to draw on the wisdom and services of Mr Nachabé and Mr Stanton. He also paid tribute to her predecessors, Mr Pataki and Mr Chetsanga, for their contribution. He congratulated the Director-General and looked forward to working very closely with him; he was doubly pleased because Mr Matsuura was the first person from his region to occupy that post. He assured the Chairperson and the Director-General of his country's full support and cooperation. He concluded by thanking all those who had supported Bangladesh in the elections to the Board.

44.1 M. YAÏ (Bénin) félicite également les trois candidats pour leur volonté commune de servir l'Organisation du mieux de leurs capacités. Au cours des derniers mois, il a pu apprécier en particulier à la fois l'ouverture d'esprit et la rigueur de M. Nachabé et l'esprit très méthodique de M. Stanton, dont les interventions au sein de différentes instances de l'UNESCO sont toujours empreintes d'une pertinence et d'une profondeur non dénuées d'humour.

44.2 Continuando en español, el orador felicita a la Presidenta por considerarla una persona muy abierta a todas las áreas y corrientes culturales de la Organización. No duda de que el Consejo Ejecutivo ha elegido a la persona idónea, precisamente a la que necesita para imprimir a la UNESCO un cuño nuevo. Señala que la Presidenta viene de un continente cuyas culturas tienen algo no sólo de inca y de mandinga, como dice el refrán, sino de ibérico, de chino y de mucho más. Está seguro, por lo tanto, de que la Presidenta sabrá dirigir los trabajos del Consejo Ejecutivo teniendo la armonía como meta perenne.

(44.2) Continuing in Spanish, he congratulated the Chairperson as someone he considered to be fully open to all of the Organization's cultural areas and trends. He did not doubt that the Executive Board had elected the right person, just the person it needed to make a new mark on UNESCO. She came, he observed, from a continent whose cultures had ingredients not only of Inca and Maninka, as the saying went, but also of Iberian, Asian and much else. He was therefore certain that the Chairperson would be able to direct the Executive Board's work with harmony as her constant goal.

44.3 Concluant en français, M. Yaï souhaite que l'enceinte du Conseil soit le lieu d'un investissement intellectuel sérieux, où chacun se montre sensible aux problèmes et aux spécificités d'autrui et où se concrétise véritablement, selon le mot d'un poète africain, le "rendez-vous du donner et du recevoir". Pour sa part, le Bénin s'y emploiera.

٤٥,١ أعربت السيدة بناني (المغرب) عن تقديرها لرئيسة المجلس الجديدة وعن تعاطفها مع دول أمريكا اللاتينية التي تربطها بها علاقات مهنية، وقررت متابعة كلمتها باللغة الإسبانية التي تحمل في طياتها عددا كبيرا من الكلمات العربية نتيجة لتجربة تلاقي الحضارات والتعايش الرائعة التي عرفها الأندلس.

(45.1) Ms BENNANI (Morocco) expressed her esteem to the new Chairperson of the Board and her attachment to the countries of Latin America, with which she had professional ties. She proposed to continue her statement in Spanish, which, she remarked, contained a great number of Arabic words as a result of the wonderful experience of cultural encounter and coexistence that had taken place in Andalusia.

45.2 Continuando en español, la oradora considera que el nuevo Director General, Sr. Matsuura, y la nueva Presidenta del Consejo, Sra. Mendieta de Badaroux, forman una pareja excepcional y armónica. Dice estar segura de que en este contexto renovado, en este momento clave para el porvenir de la Organización, la Presidenta logrará conducir al Consejo por un rumbo nuevo, lleno de promesas por lo que se refiere a las relaciones entre los órganos estatutarios de la UNESCO. Los magníficos discursos del Director General y de la Presidenta del Consejo demuestran una gran sintonía entre ambos, lo cual augura una labor enérgica y solidaria para alcanzar los objetivos de la Organización. Como conclusión, desea a la Presidenta mucho éxito en su nueva responsabilidad, asegurándole que podrá contar con toda su confianza y su plena colaboración.

(45.2) Continuing in Spanish, she said that she considered that the new Director-General, Mr Matsuura, and the new Chairperson of the Board, Ms Mendieta de Badaroux, formed an exceptional and harmonious pair. In a renewed context, at a key juncture for the Organization's future, the Chairperson would, she was certain, manage to set the Board on a new, promising course so far as relations between the statutory organs of the Organization were concerned. The magnificent speeches of the Director-General and the Chairperson of the Board were proof of great harmony between the two, which augured well for the exertion of energetic and joint efforts to achieve the objectives of the Organization. She concluded by wishing the Chairperson every success in her new duties, assuring her of her full confidence and support.

46. M. BAYAN (Tchad) rend hommage à M. Stanton et M. Nachabé, dont la compétence est connue et appréciée de tous et partage la plupart des analyses et tous les sentiments suscités par l'élection de Mme Mendieta de Badaroux. Convaincu qu'elle saura prêter une oreille attentive aux propositions de tous les pays, mais plus spécialement aux problèmes des pays en développement et de l'Afrique en particulier, il l'assure, ainsi que le Directeur général, de son entière collaboration au service des idéaux de l'UNESCO.

47.1 Г-н ЧОГОВАДЗЕ (Грузия) поздравляет Председателя Исполнительного совета ЮНЕСКО с избранием на этот высокий пост. Он также отдает должное двум остальным кандидатам - г-ну Нашабе и г-ну Стэнтону - которых очень уважают как в ЮНЕСКО, так и за ее пределами. Что касается г-жи Мендиеты де Бадару, то он отмечает ее динамичность, целеустремленность и внутреннюю и внешнюю красоту - только красота, согласно грузинской пословице, спасет мир.

47.2 Оратор заявляет, что Грузия, страна с 3000-летней государственностью, но вновь обретшая полную независимость только в 1991 г., будет поддерживать те прогрессивные начинания, которые просматриваются в Исполнительном совете и которые, он надеется, и впредь будут вдохновлять работу Организации. В этой связи он поздравляет нового Генерального директора и отмечает, что на пороге нового тысячелетия государства-члены ждут многих преобразований в Организации и надеются, что эти начинания будут претворяться в жизнь.

47.3 В заключение г-н Чоговадзе благодарит всех, кто проголосовал за Грузию, и поздравляет других новых членов Совета. Грузия – это единственный член Исполнительного совета, представляющий многострадальный регион Кавказа, который в настоящее время переживает столь тяжелые события. Он выражает надежду, что ЮНЕСКО с ее благородными идеалами сможет играть большую роль в установлении мира в этом регионе для счастья живущих там народов.

(47.1) Mr TCHOGOVADZÉ (Georgia) congratulated the Chairperson of the Executive Board on her election to that high office. He also paid tribute to the other two candidates, Mr Nachabé and Mr Stanton, who were highly esteemed both within the Organization and in other forums. With regard to Ms Mendieta de Badaroux, he commended her dynamism and purpose, and her inner and outer beauty, for according to a Georgian proverb, only beauty could save the world.

(47.2) Georgia, a country which had traditions of statehood going back over 3,000 years but had recovered full independence as recently as in 1991, would support the progressive

initiatives that were now apparent in the Executive Board and which, he hoped, would henceforth inspire the work of the Organization. In that connection, he congratulated the new Director-General, noting that on the threshold of the new millennium, the Member States were looking forward to many transformations in the Organization and hoping that those initiatives might be brought to life.

(47.3) In conclusion, he thanked all those who had voted for Georgia, and congratulated the other new Members of the Board. Georgia was the only Member of the Board that represented the long-suffering region of the Caucasus, which was currently the scene of such painful events. He expressed the hope that UNESCO, with its noble ideals, might play a key role in bringing peace to that region, for the happiness of its peoples.

48. M. HAULICA (Roumanie), évoquant le climat de courtoisie dans lequel se sont déroulées les élections, ne doute pas que la Présidente élue saura s'atteler aux tâches difficiles qui l'attendent sans triomphalisme vain, avec au contraire la conscience aiguë de ce qui est concrètement faisable et, en même temps, la volonté de ne pas s'arrêter aux obstacles apparemment insurmontables. De fait, dans le domaine de l'esprit, repousser constamment les frontières du possible apparaît comme un défi et, sous la direction de la nouvelle Présidente, les conditions semblent réunies pour que ce défi soit relevé. Se référant au poète Bashô, maître du Haïku cité par le Directeur général dans son discours inaugural, il tient à conclure en formant l'espoir que l'extrême efficacité qui naît de la concision dont cette forme de poème est le modèle prévaudra sur les discours inutiles.

49. M. MUSITELLI (France) note que c'est grâce à sa profonde connaissance de l'Organisation, à ses efforts soutenus et au bon sens politique dont elle a toujours fait preuve que Mme Mendieta de Badaroux a accédé à ses hautes responsabilités. Mais au-delà de la personne de la Présidente, ses vœux de succès s'adressent au Conseil lui-même, institution éminemment collégiale, dont les membres siègent à égalité de dignité et de représentativité, quel que soit leur pays. Loin de se contenter de saluer le fair-play des deux autres candidats, M. Musitelli invite ceux-ci à continuer de travailler activement au sein du Conseil exécutif et à accepter d'y assumer des responsabilités importantes. Enfin, il souhaite la bienvenue aux nouveaux membres et pense qu'il faut sans plus tarder s'atteler à la tâche, car c'est sur les résultats et non sur les discours que les peuples jugeront l'action de l'UNESCO.

50.1 El Sr. SARDO (Italia) agradece que se le dé la oportunidad de dirigir la palabra por primera vez al Consejo, haciéndolo en el idioma de su nueva Presidenta, idioma que ocupa un lugar muy especial en su corazón y en el de todos sus compatriotas. Si bien detesta los rituales y las repeticiones, no puede menos que felicitarla calurosamente y hace extensivas sus felicitaciones a los otros dos candidatos a la presidencia del Consejo. Al igual que el representante del Pakistán, quien recordó que no existían países pequeños, dice que éstos constituyen la mayoría no sólo numérica sino también ética de la Organización y se compromete a no olvidarlo mientras esté en el Consejo.

(50.1) Mr SARDO (Italy) welcomed the opportunity to address the Board for the first time and to do so in the new Chairperson's language, one which had a very special place in his heart and in the hearts of all his compatriots. Much as he disliked rituals and repetitions, he wished to do no less than congratulate the Chairperson warmly and extend his congratulations to the other two candidates for the office of Chairperson of the Board. Concurring with the representative of Pakistan, who had recalled that there was no such thing as small countries, he said that they constituted not only the numerical but also the ethical majority of the Organization, and undertook not to forget that while sitting on the Board.

50.2 Continuing in English, he asked the representative of the Director-General to convey a message to the new Director-General, which was also addressed to the Chairperson. At the end of the Director-General's inaugural address, he had been aware of a new sense of much-needed soberness. He therefore assured him of his country's cooperation, and urged him to teach the Board Members the concision inherent in the magically short *wa*, which he hoped would become UNESCO's new battle cry.

51.1 La Sra. LAMMILA (Finlandia), en nombre de su país, felicita de todo corazón a la Sra. Mendieta de Badaroux por su elección a la presidencia del Consejo Ejecutivo.

(51.1) Ms LAMMILA (Finland), on behalf of her country, wholeheartedly congratulated Ms Mendieta de Badaroux on her election to the office of Chairperson of the Executive Board.

51.2 Continuing in English, she congratulated Mr Nachabé and Mr Stanton and, like the representative of France, hoped that the Board might benefit from the experience of those two distinguished representatives and their excellent qualities in important tasks.

51.3 Continuando en español, la oradora recuerda que de 1995 a 1997 trabajó con la Sra. Mendieta de Badaroux en el Comité de la Sede, de la que esta última era Presidenta y, por lo tanto, sabe que con ella se puede cooperar. Señala que, al término del mandato de Honduras, Finlandia asumió la presidencia de dicho Comité, cuya labor es muy importante. Agradece a la Presidenta la válida ayuda que le brindó en esa ocasión, en una tarea que no siempre es fácil, como tampoco será fácil asumir la tarea de presidir el Consejo Ejecutivo. En nombre de Finlandia, le ofrece su ayuda y su cooperación.

(51.3) Continuing in Spanish, she recalled that from 1995 to 1997 she had worked with Ms Mendieta de Badaroux in the Headquarters Committee, of which the latter had been Chairperson; she therefore knew that one could cooperate with her. At the end of Honduras's term of office, Finland had taken over the office of Chairperson of that Committee, the work of which was very important. She thanked the Chairperson for the valuable assistance she had given her on that occasion, in a task that was not always easy, just as the task of chairing the Executive Board would not always be easy. On behalf of Finland, she offered her assistance and cooperation.

52.1 El Sr. LAVADOS (Chile) recuerda que su país había estado hasta hace dos años en el Consejo Ejecutivo y aprovecha la oportunidad para saludar a todos sus antiguos y nuevos miembros. Había creído que le sería posible permanecer callado pues, como se dice en Chile, nunca hay que perder la oportunidad de callar, pero ante la multitud de alabanzas y elogios tan merecidos de que fue objeto la Presidenta, consideró que esa actitud habría dado a pensar que su país no los compartía.

52.2 Expresa su satisfacción por la elección de la Sra. Mendieta de Badaroux, pues considera que será capaz de guiar al Consejo en una etapa de profundos cambios de todo orden, incluso en el modo de deliberar. Espera que con la elección del nuevo Director General y de la nueva Presidenta del Consejo, ocurran cosas muy positivas para la UNESCO. Pero la responsabilidad no es sólo de ellos, sino de todos los miembros del Consejo que deben colaborar, aunque ello no signifique estar siempre de acuerdo, sino expresar un eventual desacuerdo y proponer ideas distintas. Espera que esta sea la última y prolongada sesión de parabienes antes de que el Consejo comience sus trabajos.

(52.1) Mr LAVADOS (Chile) recalled that his country had been on the Executive Board two years previously, and he took the opportunity to greet all old and new Members. He had

thought that he could remain silent for, as the saying went in Chile, one should never waste a chance of keeping one's mouth shut, but in view of all the well-deserved tributes and praise that had gone to the Chairperson, he had taken the view that silence would have implied his country's reluctance to follow suit.

(52.2) He was gratified by the election of Ms Mendieta de Badaroux since he considered her capable of guiding the Board at a stage of in-depth changes of every kind, including the method of deliberation. He hoped that with the election of the new Director-General and the new Chairperson of the Board, very positive things would happen for UNESCO. But responsibility was not theirs alone; it also lay with all Members of the Executive Board, who should collaborate, although that meant not that they should always be in agreement, but that they should voice any disagreements and propose different ideas. He trusted that the meeting would be the last protracted congratulatory gathering before the Board made a start on its work.

53. Ms MOSEROVÁ (President of the General Conference) congratulated the Chairperson once again and expressed her conviction that under her guidance and that of the new Director-General the Organization would take a turn for the better. She thanked the representative of Côte d'Ivoire for his kind words and acknowledged that it had not been an easy task to run the General Conference. As a reward, she would continue to attend the sessions of the Executive Board, and she promised to do so faithfully. She looked forward to cooperating with the Chairperson, and wished everyone the best for the new year.

54. La PRESIDENTA da las gracias efusivamente a todos y cada uno de los delegados que la felicitaron por su elección.

(54) The CHAIRPERSON thanked each and every delegate who had congratulated her on her election.

The meeting rose at 2 p.m.

SECOND MEETING

Thursday, 18 November 1999, at 4.20 p.m.

Chairperson: Ms Mendieta de Badaroux

Point 4 - ELECTION DES VICE-PRESIDENTS DU CONSEIL EXECUTIF

1. La PRESIDENTE se propose de donner la parole aux représentants des différents groupes électoraux afin qu'ils indiquent à tour de rôle quelles candidatures aux fonctions de vice-présidents du Conseil exécutif ont été retenues, le cas échéant, à l'issue des consultations qu'ils ont préalablement menées, et dont elle espère qu'elles auront permis de dégager un consensus. Dans le cas contraire, il sera procédé à un vote au scrutin secret, conformément aux dispositions du paragraphe 1 de l'article 10 et des paragraphes pertinents de l'article 54 du Règlement intérieur.

2. M. MUSITELLI (France) présente, au nom du Groupe I, la candidature de la Finlande.

3. La Finlande est élue à la vice-présidence par acclamation.

4. M. KLOCZOWSKI (Pologne), s'exprimant au nom du Groupe II, indique que le choix de celui-ci s'est porté sur la Lituanie.

5. La Lituanie est élue à la vice-présidence par acclamation.

6. El Sr. LAVADOS (Chile), tras comprobar que el Presidente del Grupo III no se halla presente, comunica que en ese grupo no se ha llegado a un consenso para designar un candidato único al puesto de Vicepresidente del Consejo que le corresponde. Su país presenta la candidatura del Uruguay por varias razones: la tradicional función de mediador que, pese a ser pequeño, ese país ha desempeñado entre los países más grandes que lo rodean y en la escena internacional y la gran experiencia diplomática que esa trayectoria y su cultura le confieren, y su actuación en el Consejo en los dos últimos años; y además, lo que es más importante, porque su país considera que los vicepresidentes deben ser representativos de los respectivos grupos regionales y, en su opinión, tratándose del Grupo III, Uruguay cumple ampliamente con ese requisito.

(6) M. LAVADOS (Chili), après avoir vérifié que le Président du Groupe III est absent, indique que ce groupe n'est pas parvenu à un consensus en ce qui concerne la désignation d'un candidat unique au poste de vice-président du Conseil qui lui revient. Son pays présente la candidature de l'Uruguay pour diverses raisons, à savoir le rôle de médiateur que ce pays, bien que petit, joue traditionnellement entre les pays plus grands qui l'entourent et sur la scène internationale en général, la grande expérience diplomatique que ce parcours et sa culture lui ont conférée, son action au sein du Conseil au cours des deux dernières années et, surtout, le fait que le Chili considère que les vice-présidents doivent être représentatifs des divers groupes régionaux et qu'à son avis, s'agissant du Groupe III, l'Uruguay remplit amplement cette condition.

7. Ms CUMMINS (Barbados) said that she had the honour of nominating Saint Lucia for election to the office of Vice-Chairperson of the Executive Board. The representative of Saint Lucia,

Mr Thomas, had all the necessary qualities of precision, efficiency, integrity and the willingness to work with others. Saint Lucia had performed excellently in all bodies of the Executive Board as either a Member or observer, always expressing an independent and integrated view. She drew attention to the fact that no Caribbean Community (CARICOM) Member State had held any post of Chairperson or Vice-Chairperson for over 20 years. For the sake of geographical balance within the region and in the name of the principles of rotation, equity and fair play, she asked colleagues to support the candidature of Saint Lucia for the office of Vice-Chairperson of the Board.

8. Ms MICKWITZ (Finland) said that while she had every confidence in the ability of Uruguay to carry out the duties of Vice-Chairperson of the Executive Board, consideration should be given to geographical balance within groups. Referring to the active contribution of Caribbean countries to the work of UNESCO and of the Executive Board and, like the representative of Barbados, expressing her support for the principle of rotation, she seconded the candidature of Saint Lucia.

9. M. HAULICA (Roumanie) se dit d'avis que l'Uruguay, de par sa position géographique entre ces deux grandes masses que sont le Brésil et l'Argentine, offre précisément le point d'équilibre recherché. Patrie de Lautréamont, le premier grand poète de l'ère moderne, deuxième lieu d'élection de Borges, sa capitale, Montevideo, doit une part de son rayonnement culturel à cette position privilégiée. C'est pourquoi M. Haulica appuie la candidature de l'Uruguay.

10. Mr JALALI (Islamic Republic of Iran), speaking on behalf of Group IV, said that the Asia and the Pacific group, respecting the principle of rotation in subregions of that group, had chosen Kazakhstan, represented by Ms Arystanbekova, as its candidate for the post of Vice-Chairperson of the Board.

11. Kazakhstan was elected by acclamation.

12. M. DJENNO OKOUMBA (Gabon), s'exprimant au nom du Groupe V(a), présente la candidature de la Côte d'Ivoire, qui a fait l'unanimité au sein de son groupe.

13. La Côte d'Ivoire est élue à la vice-présidence par acclamation.

١٤ قالت السيدة الفارسي (عمان) إن المجموعة الخامسة (ب) اختارت بالإجماع الجماهيرية العربية الليبية لمنصب نائب الرئيس.

(14) Mme AL-FARSI (Oman) déclare que le Groupe V(b) a choisi à l'unanimité la Jamahiriya arabe libyenne pour occuper la vice-présidence.

15. La Jamahiriya arabe libyenne est élue à la vice-présidence par acclamation.

16. La PRESIDENTA comprueba que, excepto en el Grupo III (América Latina y el Caribe), todos los demás han llegado, por consenso, a designar un solo candidato. Anuncia que, en cumplimiento del Reglamento, se procederá a votar para nombrar a ese vicepresidente y recuerda a los miembros del Consejo que en las papeletas no deben figurar nombres de personas sino los de los países candidatos: Uruguay o Santa Lucía.

(16.) La PRESIDENTE constate qu'à l'exception du Groupe III (Amérique latine et Caraïbes), tous les groupes sont parvenus à désigner, par consensus, un candidat unique. Elle

annonce que, conformément au Règlement intérieur, il va être procédé à un vote pour désigner le vice-président manquant et elle rappelle aux membres du Conseil qu'il faut faire figurer sur les bulletins non pas des noms de personnes mais ceux des pays candidats, c'est-à-dire l'Uruguay ou Sainte-Lucie.

17.1 A vote was taken by secret ballot.

17.2 At the Chairperson's request, Mr Zhang (China) and Ms Karvelis (Lithuania) acted as tellers.

17.3 The result of the vote was as follows:

Number of Members:	58
Number of Members absent:	0
Number of blank or invalid ballot papers:	0
Number of votes recorded:	58
Majority required:	30

Number of votes obtained:

Saint Lucia	34
Uruguay	24

17.4 Having obtained the required majority, Saint Lucia was elected as Vice-Chairperson of the Executive Board for Group III.

18. El Sr. CASTELLS (Uruguay) felicita a Santa Lucía por su designación y expresa su convicción de que a partir del momento en que se la designó para ejercer la vicepresidencia, lo hará en el entendimiento de que ya no representa a una subregión sino al conjunto de América Latina y el Caribe, así como la actual Presidenta del Consejo representa a los seis grupos electorales y no sólo al Grupo III.

(18) M. CASTELLS (Uruguay) félicite Sainte-Lucie pour son élection et se déclare convaincu que, de même que la Présidente actuelle du Conseil représente les six groupes électoraux et non pas seulement le Groupe III, Sainte-Lucie occupera le poste de vice-président en ayant à l'esprit qu'elle ne représente plus une sous-région mais l'ensemble de l'Amérique latine et des Caraïbes.

19. La PRESIDENTA felicita también a Santa Lucía por su elección.

(19) La PRESIDENTE félicite également Sainte-Lucie pour son élection.

20. Mr THOMAS (Saint Lucia) expressed his country's gratitude and appreciation to the Executive Board for electing Saint Lucia as a Vice-Chairperson, and pledged that his country would do its very best to represent Latin America and the Caribbean fully.

Point 5 - CONSTITUTION DES COMMISSIONS ET COMITES PERMANENTS
DU CONSEIL EXECUTIF ET ELECTION DE LEURS PRESIDENTS

Point 5.1 - COMMISSION DU PROGRAMME ET DES RELATIONS EXTERIEURES

Election du Président de la Commission du programme et des relations extérieures

21. La PRESIDENTE déclare constituée la Commission du programme et des relations extérieures. Elle invite les membres du Conseil à présenter une candidature aux fonctions de président de cette commission.

٢٢ قال السيد الأسود (الجمهورية العربية الليبية) إن المجموعة الخامسة (ب) تقترح السيد هشام نشابه، ممثل لبنان، لرئاسة لجنة البرنامج والعلاقات الخارجية وتأمل من أعضاء المجلس الموقر دعم هذا الترشيح.

(22) M. ALASWAD (Jamahiriya arabe libyenne) déclare que le groupe V(b) propose la candidature de M. Hisham Nachabé, représentant du Liban, à la présidence de la Commission du programme et des relations extérieures et exprime l'espoir que les membres du Conseil appuieront cette candidature.

23. Mr JALALI (Islamic Republic of Iran), Mr BENDANA PINEL (Honduras), Mr CHARLES (Haiti) and Mr MUSITELLI (France) seconded the proposal by Mr Alaswad to elect Mr Nachabé of Lebanon Chairperson of the Programme and External Relations Commission.

24. M. CISSE (Guinée) propose au Conseil exécutif d'élire M. Nachabé par acclamation.

25. M. Nachabé est élu par acclamation président de la Commission du programme et des relations extérieures.

Point 5.2 - COMMISSION FINANCIERE ET ADMINISTRATIVE

Election du Président de la Commission financière et administrative

26. La PRESIDENTE déclare constituée la Commission financière et administrative. Elle invite les membres du Conseil à présenter une candidature aux fonctions de président de cette commission.

27. Ms MICKWITZ (Finland), speaking on behalf of Group I and supported by Mr MAMAJONOV (Uzbekistan) on behalf of Group II, proposed the representative of the Netherlands, Ambassador Hanrath, for the office of Chairperson of the Finance and Administrative Commission. Mr Hanrath had had a long career with the Ministry of Foreign Affairs and had served, among other posts, as Head of Development Cooperation with Africa and as Ambassador to Egypt in Cairo.

28. Mr Hanrath was elected Chairperson of the Finance and Administrative Commission by acclamation.

Point 5.3 - COMITE SPECIAL

29. M. DJENNO OKOUMBA (Gabon) indique qu'à la lecture du mandat du Comité spécial, il s'est demandé s'il ne conviendrait pas de renforcer la composition de ce dernier en portant le nombre de ses membres de 18 à 24, soit quatre représentants pour chaque groupe électoral, et non plus trois comme par le passé. En effet, outre les tâches qui sont habituellement les siennes, le Comité spécial s'est vu confier par la Conférence générale l'examen de plusieurs autres points. En renforçant la composition, le Conseil marquerait son attachement aux réformes institutionnelles dont tous les participants à la dernière session de la Conférence générale ont souligné l'importance.

30. La PRESIDENTE dit que ces réflexions occupaient précisément son esprit.

31. Le SECRETAIRE indique, à la demande de la PRESIDENTE, que c'est à sa 123e session, en 1985, que le Conseil avait jugé bon de limiter à 18 le nombre des membres du Comité spécial, soit 3 membres par groupe électoral ; il lui appartient de modifier à nouveau la composition du Comité si cela lui paraît souhaitable en fonction de circonstances nouvelles.

32. Mr STANTON (United Kingdom) said that such a decision should not be taken lightly. The Special Committee had served the Board well over a long period, had done much useful work, and its recommendations had always been accepted by the Board. In his opinion, a committee of 18 members worked effectively; to expand it would be to make it less efficient and more time-consuming. When the burden of work increased, the solution certainly did not lie in increasing the size of the Committee. Since it was the function of the Special Committee to consider the methods of work of the Executive Board in depth, he proposed that the Committee be invited to examine the question of its own membership and to report back to the Board with recommendations.

33. Mme KARVELIS (Lituanie) appuie les remarques du représentant du Royaume-Uni. Ayant elle-même siégé au Comité spécial, elle n'est pas certaine que, compte tenu du temps extrêmement limité dont celui-ci dispose pour résoudre un grand nombre de problèmes de fond, une composition élargie serait de nature à lui faciliter la tâche. Il serait bon, en effet, que le Comité spécial réfléchisse lui-même à la composition qui serait propre à lui permettre de s'acquitter de son mandat dans les meilleures conditions.

34. El Sr. GALÁN SARMIENTO (Colombia) apoya el punto de vista de los representantes de Lituania y el Reino Unido, máxime porque el Comité Especial ya está examinando la cuestión de la composición de los distintos comités y comisiones del Consejo. Por otra parte, la propuesta de Gabón le parece pertinente, aunque debería ser objeto de un examen más profundo y detallado en el marco del órgano más calificado para llevarlo a cabo, que es, a su entender, el Comité Especial.

(34) M. GALÁN SARMIENTO (Colombie) appuie le point de vue des représentants de la Lituanie et du Royaume-Uni, en particulier parce que le Comité spécial examine déjà la question de la composition des divers comités et commissions du Conseil. Par ailleurs, la proposition du Gabon lui semble pertinente, mais elle devrait faire l'objet d'un examen plus approfondi et détaillé dans le cadre de l'organe le plus qualifié pour ce faire, à savoir, selon lui, le Comité spécial.

٣٥ هنا السيد الأسود (الجمهورية العربية الليبية) في البداية الرئيسة على انتخابها، ثم أثنى على الفكرة القيمة التي طرحها ممثل الغابون بشأن زيادة عدد أعضاء اللجنة الخاصة لأن أعمال هذه اللجنة تستحق التدقيق والدراسة المتعمقة. ولكنه انضم الى رأي المتحدثين السابقين بأنه ينبغي بحث هذا الموضوع بحثا وافيا ومن ترك المجال للجنة الخاصة ذاتها لكي تقدم وجهة نظرها في هذا الشأن.

(35) M. ALASWAD (Jamahiriya arabe libyenne) félicite la Présidente de son élection. Il estime judicieuse l'idée d'accroître le nombre des membres du Comité spécial émise par le représentant du Gabon, car les travaux de ce Comité méritent une réflexion rigoureuse et approfondie. Il se range néanmoins à l'avis des orateurs précédents, selon lesquels il faudrait examiner cette question de manière exhaustive et donc permettre au Comité spécial lui-même de se prononcer à ce sujet.

36. Mr LIJADU (Nigeria) thanked the representative of Gabon for an excellent suggestion. The Special Committee served not only as a think-tank but as an instrument for in-depth examination of the Board's work. Given the increase in that work, it would be a wise move to increase the membership of the Special Committee. One important reason was that, on certain subjects, just when the Board thought it was ready to take a decision, it found that many countries felt that they had not expressed their views or participated in the decision-making process. There had been 51 - as against the present 58 - Members of the Executive Board when it had decided to choose three persons per electoral group for the Special Committee. Increasing the membership of the Special Committee would diminish the risk of having to reopen issues in plenary. However, he was aware that some Members were wary of change and would prefer the question to be studied first. That said, it was important to leave things open so that, if the Board wished to expand the Special Committee at its current session it could do so without having to wait for at least another two years. He suggested that the Board lay down a timetable for examination of the problem.

37. M. TIO-TOURÉ (Côte d'Ivoire), souscrivant aux observations du représentant du Royaume-Uni, remercie son collègue du Gabon d'avoir soulevé ce problème. Il fait observer que la composition du Comité spécial a été modifiée à plusieurs reprises, passant successivement de 10 à l'origine à 30, puis à 33 avant d'être ramenée voici 14 ans à 18. Parallèlement, le nombre de membres du Conseil exécutif a lui-même évolué de manière sensible, justifiant donc un réexamen de la composition du Comité spécial - qui, souligne-t-il à son tour, a à se pencher sur des questions de fond intéressant de nombreux Etats membres, et dont le renforcement ne nuirait pas nécessairement à l'efficacité. M. Tio-Touré pense toutefois, comme le représentant du Nigéria, que le Comité spécial devrait examiner la question à bref délai afin de pouvoir faire des propositions au Conseil.

38. Mr JALALI (Islamic Republic of Iran) said that it was a matter that should be considered by the Special Committee itself, which should also look into the situation of other committees. If it were proposed to change the number of members of the Special Committee, similar action might need to be taken with respect to other committees of the Executive Board. It was clearly a matter that could not be decided immediately.

39.1 La PRESIDENTE suggère que le Comité spécial pourrait étudier à la 159e session la question de sa propre composition et faire alors une proposition au Conseil exécutif.

39.2 Elle invite les représentants des différents groupes électoraux à indiquer les noms des Etats membres du Conseil exécutif qu'ils proposent au Conseil pour les représenter au sein du Comité spécial.

40. Ms MICKWITZ (Finland), speaking on behalf of Group I, said that her group proposed Germany, Spain and the United Kingdom to serve as members of the Special Committee.

41. M. KLOCZOWSKI (Pologne), au nom du Groupe II, propose la candidature de la Lituanie, de la Pologne et de la Roumanie.

42. Mr THOMAS (Saint Lucia), speaking on behalf of Group III, said that his group proposed Colombia, the Dominican Republic and Uruguay to serve as members of the Special Committee.

43. Mr JALALI (Islamic Republic of Iran), representing Group IV, said that his group proposed India, the Islamic Republic of Iran and Malaysia to serve as members of the Special Committee.

44. M. DJENNO OKOUMBA (Gabon), au nom du Groupe V(a), propose la candidature de l'Afrique du Sud, de la Guinée et du Tchad.

٤٥ قال السيد الأسود (الجمهورية العربية الليبية) إن المجموعة الخامسة (ب) ترشح عمان والكويت ومصر لعضوية اللجنة الخاصة.

(45) M. ALASWAD (Jamahiriya arabe libyenne) indique que le Groupe V(b) présente la candidature de l'Egypte, du Koweït et d'Oman pour le représenter au Comité spécial.

46. La composition proposée du Comité spécial est approuvée.

Election du Président du Comité spécial

47. M. DJENNO OKOUMBA (Gabon), à l'invitation de la Présidente, propose la candidature de M. Mokhele, représentant de l'Afrique du Sud, à la présidence de ce comité.

48. M. Mokhele est élu par acclamation président du Comité spécial.

Item 5.4 - COMMITTEE ON CONVENTIONS AND RECOMMENDATIONS

49. Ms MICKWITZ (Finland), speaking on behalf of Group I, said that her group proposed Finland, France, Germany, Greece and Italy to serve on the Committee on Conventions and Recommendations.

50. M. KLOCZOWSKI (Pologne), au nom du Groupe II, propose la candidature de la Bélarus, de la Fédération de Russie, de la Géorgie, de l'Ouzbékistan et de la Pologne.

51. Mr THOMAS (Saint Lucia), speaking on behalf of Group III, said that his group proposed Haiti, Honduras, Mexico and Peru to serve on the Committee on Conventions and Recommendations.

52. Mr JALALI (Islamic Republic of Iran), speaking on behalf of Group IV, said that his group proposed China, India, the Philippines, the Republic of Korea and Samoa to serve on the Committee on Conventions and Recommendations.

53. M. DJENNO OKOUMBA (Gabon), au nom du Groupe V(a), propose la candidature du Bénin, de l'Ethiopie, du Gabon, de l'Ouganda et du Togo.

٥٤ قال السيد الأسود (الجمهورية العربية الليبية) إن المجموعة الخامسة (ب) ترشح تونس والجمهورية العربية الليبية ولبنان ومصر والمغرب لعضوية اللجنة المختصة بالاتفاقيات والتوصيات.

(54) M. ALASWAD (Jamahiriya arabe libyenne) indique que le Groupe V(b) présente la candidature de l'Egypte, de la Jamahiriya arabe libyenne, du Liban, du Maroc et de la Tunisie pour le représenter au Comité sur les conventions et recommandations.

55. La composition proposée du Comité sur les conventions et recommandations est approuvée.

Election du Président du Comité sur les conventions et recommandations

56. Mr JALALI (Islamic Republic of Iran), speaking on behalf of Group IV, proposed Ambassador Villarroel of the Philippines to chair the Committee on Conventions and Recommendations.

57. Mr Villarroel was elected Chairperson of the Committee on Conventions and Recommendations by acclamation.

Item 5.5 - COMMITTEE ON INTERNATIONAL NON-GOVERNMENTAL ORGANIZATIONS

58. Ms MICKWITZ (Finland), speaking on behalf of Group I, said that her group proposed France, Germany, Greece and Spain to serve on the Committee on International Non-Governmental Organizations.

59. M. KLOCZOWSKI (Pologne), au nom du Groupe II, propose la candidature de la Bélarus, de la Géorgie, de la Lituanie et de la Roumanie.

60. Mr THOMAS (Saint Lucia), speaking on behalf of Group III, said that his group proposed Barbados, Chile, Mexico and Uruguay to serve on the Committee on International Non-Governmental Organizations.

61. Mr JALALI (Islamic Republic of Iran), speaking on behalf of Group IV, said that his group proposed Bangladesh, China, Islamic Republic of Iran and Japan to serve on the Committee on International Non-Governmental Organizations.

62. M. DJENNO OKOUMBA (Gabon), président du Groupe V(a), présente la candidature de la Côte d'Ivoire, du Ghana, de Madagascar et du Togo.

٦٣ قال السيد الأسود (الجمهورية العربية الليبية) إن المجموعة الخامسة (ب) ترشح تونس والجمهورية العربية الليبية وعمان والكويت لعضوية اللجنة المختصة بالمنظمات الدولية غير الحكومية.

(63) M. ALASWAD (Jamahiriya arabe libyenne) indique que le Groupe V(b) présente la candidature de la Jamahiriya arabe libyenne, du Koweït, d'Oman et de la Tunisie pour le représenter au Comité sur les organisations internationales non gouvernementales.

64. La composition proposée du Comité sur les organisations internationales non gouvernementales est approuvée.

Election du Président du Comité sur les organisations internationales non gouvernementales

65. M. KLOCZOWSKI (Pologne), au nom du Groupe II, propose la candidature de M. Haulica, représentant de la Roumanie, à la présidence de ce comité.

66. M. Haulica est élu par acclamation président du Comité sur les organisations internationales non gouvernementales.

Point 5.6 - RENOUELEMENT DU MANDAT DU GROUPE D'EXPERTS DES QUESTIONS FINANCIERES ET ADMINISTRATIVES

Projet de décision proposé par le Président (158 EX/DR.4)

67. La PRESIDENTE rappelle que le Conseil exécutif a décidé à sa 137e session de créer un Groupe d'experts des questions financières et administratives. Elle invite les présidents des différents groupes électoraux à indiquer quels sont les membres dont ils proposent la candidature pour représenter

leurs groupes respectifs au sein du Groupe d'experts et dont les noms, une fois approuvés, figureront dans le projet de décision soumis à l'examen du Conseil.

68. Ms MICKWITZ (Finland), speaking on behalf of Group I, proposed Canada and France to serve as members of the Group of Experts.

69. M. KLOCZOWSKI (Pologne), au nom du Groupe II, annonce que son groupe propose la candidature de la Fédération de Russie et de la Lituanie.

70. Mr THOMAS (Saint Lucia), speaking on behalf of Group III, proposed Mexico and Saint Lucia to serve as members of the Group of Experts.

71. Mr JALALI (Islamic Republic of Iran), representing Group IV, proposed Australia and Pakistan to serve as members of the Group of Experts.

72. M. DJENNO OKOUMBA (Gabon), au nom du Groupe V(a), annonce que son groupe propose la candidature du Malawi et du Nigéria.

٧٣ قال السيد الأسود (الجمهورية العربية الليبية) إن المجموعة الخامسة (ب) ترشح لبنان والمغرب لعضوية فريق الخبراء.

(73) M. ALASWAD (Jamahiriya arabe libyenne) déclare que le Groupe V(b) présente la candidature du Liban et du Maroc pour le représenter au sein du Groupe d'experts des questions financières et administratives.

74. La PRESIDENTE croit comprendre que les candidatures proposées sont acceptées. Elle demande aux membres du Conseil s'ils sont prêts à renouveler le mandat du Groupe d'experts, tel que défini dans la décision 144 EX/6.10.

75. Il en est ainsi décidé.

76. Le projet de décision 158 EX/DR.4, dûment complété, est adopté.

Item 6 - TERMS OF REFERENCE OF COMMITTEES

Item 6.1 - PROPOSED TERMS OF REFERENCE OF THE SPECIAL COMMITTEE

Draft decision submitted by the Chairperson (158 EX/DR.1)

77. The draft decision was adopted.

Item 6.2 - PROPOSED TERMS OF REFERENCE OF THE COMMITTEE ON CONVENTIONS AND RECOMMENDATIONS

Draft decision submitted by the Chairperson (158 EX/DR.2)

78. The draft decision was adopted.

Item 6.3 - PROPOSED TERMS OF REFERENCE OF THE COMMITTEE ON INTERNATIONAL NON-GOVERNMENTAL ORGANIZATIONS

Draft decision submitted by the Chairperson (158 EX/DR.3)

79. The draft decision was adopted.

Item 7 - GENERAL MATTERS

Item 7.1 - PROPOSED DATES OF THE 159th SESSION OF THE EXECUTIVE BOARD AND OF THE MEETINGS OF ITS SUBSIDIARY BODIES, AND TENTATIVE TIMETABLE FOR SUBSEQUENT SESSIONS IN 2000-2001 (158 EX/INF.1 (prov.))

80. The SECRETARY said that document 158 EX/INF.1 (prov.) contained the proposed dates for the 159th session of the Executive Board. The other dates included were purely indicative and would need to be confirmed or changed in future by the Board. All that was necessary for the Board to do at the present juncture was to fix the dates for the 159th session.

81. M. TIO-TOURÉ (Côte d'Ivoire) souhaiterait attirer l'attention sur deux légères erreurs qui se sont glissées à la page 2 de la version française du document 158 EX/INF.1 (prov.) : lors de la 161e session, le Bureau devrait en bonne logique se réunir le 11 juin et non le 11 mai et, d'autre part, la 162e session aura une durée de 19 jours et non de 23.

82. Mr HUSSEIN (Malaysia) noted that the three days devoted to the Task Force on UNESCO in the Twenty-first Century, 26-28 April 2000, would coincide with the important World Education Forum to be held in Dakar, Senegal. The latter was an important event that many Members of the Executive Board might wish to attend, especially as it was taking place 10 years after the original Jomtien Conference. It might therefore be necessary to reconsider the dates of the 159th session.

83. The SECRETARY apologized to the representative of Côte d'Ivoire for the misprints in the French version of document 158 EX/INF.1 (prov.). The English version was correct. In regard to the question raised by the representative of Malaysia, he said that he had not been aware of the Dakar meeting to be held from 26 to 28 April when he had planned the dates for the Task Force, which had been chosen because they fitted in with the other meetings of the Executive Board's subsidiary bodies. If the Executive Board wished to modify any of the dates, it was naturally free to do so.

84. Ms AFRICA (South Africa) pointed out that among the proposed dates, the meeting of the Special Committee on 25 and 26 April overlapped with that of the Task Force from 26 to 28 April. Her country, which was a member of both bodies, would not be able to attend both meetings on 26 April. South Africa was probably not the only country in that position.

85. The SECRETARY said that it would be possible to advance the meetings of subsidiary bodies by one or two days in order to avoid overlapping, but that would not solve the problem raised by the representative of Malaysia. The only solution appeared to be to push back the entire 159th session by one week. It should, however, be remembered that, in France, the month of May contained several public holidays.

86. Ms CUMMINS (Barbados) said that, as she was not sure what "push back" meant, she would like to have exact dates.

87. Mr LUGUJJO (Uganda) agreed with the representative of Barbados on the need to clarify that point.

88. Mr STANTON (United Kingdom) said that UNESCO should ensure that there was no conflict or overlapping between important meetings. He concurred with the remarks of the representative of Malaysia: the World Education Forum was a particularly important gathering and should have been borne in mind in proposing dates for the 159th session. Furthermore, in the future scheduling of major meetings, the dates of the Executive Board sessions should be taken into account. He was confident that the Secretariat would be able to come up with sensible and practical solutions. He observed that it had become almost normal for Board sessions to extend over two public holidays which, to his mind, was not a very efficient way to conduct business. He suggested that the 159th session should start after 8 May, although he recognized that that might raise other problems.

89. Mr JALALI (Islamic Republic of Iran) expressed his support for the remarks of the representatives of Malaysia and the United Kingdom concerning the Dakar conference.

90. La PRESIDENTA señala que la Secretaría del Consejo va a tratar de retrasar una semana el calendario de la 159ª reunión del Consejo a fin de que no coincida con la celebración del Foro Mundial de Educación en Dakar (Senegal).

(90) La PRESIDENTE indique que le Secrétariat du Conseil va essayer de repousser d'une semaine les dates de la 159e session du Conseil afin qu'elles ne coïncident pas avec celles du Forum mondial sur l'éducation qui doit se tenir à Dakar (Sénégal).

91. El Sr. GALÁN SARMIENTO (Colombia) desea señalar, como ya lo ha hecho Sudáfrica, que las reuniones del Comité Especial y del Equipo Especial sobre la UNESCO en el Siglo XXI se superponen y hay un día en que coinciden. Pide que la Secretaría del Consejo tome las disposiciones del caso para que los países representados en ambos órganos puedan asistir a todas las reuniones.

(91) M. GALÁN SARMIENTO (Colombie) souligne, à la suite de l'Afrique du Sud, que les calendriers des séances du Comité spécial et de l'Equipe spéciale pour l'UNESCO du XXIe siècle se chevauchent et prévoient une journée où les deux organes siègeraient simultanément. Il demande au secrétariat du Conseil de prendre les dispositions voulues pour que les pays représentés au sein de ces deux organes puissent assister à toutes les réunions.

92. Г-н БОРИСОВ (Российская Федерация) задает вопрос о том, планируется ли проведение межсессионных информационных заседаний Исполнительного совета.

(92) M. BORISSOV (Fédération de Russie) demande s'il est prévu que le Conseil exécutif tienne des réunions d'information pendant la période intersessions.

93.1 The SECRETARY said that document 158 EX/INF.1 (prov.) concerned formal sessions of the Executive Board. The information meetings between sessions had been started by a previous Chairperson of the Board, Mr Pataki. It was a matter for the present Chairperson, in consultation with the Executive Board, to decide whether an information meeting midway between sessions, for example in February, might be useful. However, no decision had yet been taken owing to the need for prior consultation.

93.2 He added that it would be possible for the work of the Executive Board to start on 9 May instead of 25 April. The Secretariat would work out some options which would be submitted to the Board the following day. It would take into account all the problems raised.

94. M. YAI (Bénin) fait observer qu'il reste à apporter une solution au problème du chevauchement des réunions de divers organes subsidiaires et que celle-ci aura probablement pour effet de prolonger la durée de la session de deux jours.

95. La PRESIDENTE dit que le Secrétaire vient de l'assurer que toutes les dispositions seraient prises pour que ce problème, en effet très important, ne se pose pas.

96. M. CHARLES (Haïti) est d'avis qu'il appartient au Bureau et à la Présidente du Conseil exécutif de décider au moment voulu de l'opportunité d'une réunion d'information entre deux sessions, à laquelle ne devraient assister que les représentants des membres ou leurs suppléants résidant à Paris. Il n'y a pas lieu de prévoir celle-ci d'emblée car cela reviendrait à institutionnaliser ces réunions, au risque d'en faire de véritables sessions, avec les incidences budgétaires que cela comporterait.

97. La PRESIDENTE abonde dans ce sens. Au demeurant, la réunion d'information organisée au cours de la dernière intersession s'est révélée une expérience tout à fait positive et l'exercice sera éventuellement répété avant la prochaine session si, après consultation, l'ensemble des Etats membres en est d'accord.

Item 7.2 - TENTATIVE LIST, BY SUBJECT, OF MATTERS TO BE CONSIDERED BY THE EXECUTIVE BOARD IN 2000-2001 (158 EX/INF.2)

98. The SECRETARY said that document 158 EX/INF.2, as its title indicated, was a tentative list established to show Members of the Board the issues and subjects for discussion during the coming biennium. It was neither exhaustive nor detailed and had been prepared by the Secretariat on the basis of working documents presented to the General Conference. He asked Board Members to excuse any errors or omissions. The list would be updated as soon as the resolutions of the General Conference had been finalized.

99. Ms CUMMINS (Barbados) said that Barbados wished to propose the inclusion of an item concerning the results of the recent United Nations special session for the review of the Programme of Action for the Sustainable Development of Small Island Developing States adopted by a Global Conference in Barbados in 1994. Barbados hoped that the item might be discussed at the Board's 159th session.

100. Ms MASOOD (Pakistan) asked for a clarification concerning document 158 EX/INF.2. She had noted that the "Report on the functioning and implementation of the Participation Programme and emergency assistance" had been included under "Relations with Member States and international organizations". In her opinion, that report should come under "Administrative and financial questions".

101. The SECRETARY said that that item traditionally came under the general heading of "Relations with Member States and international organizations" but if the Board so wished, it could be considered under "Administrative and financial questions".

١٠٢ لاحظت السيدة الفارسي (عمان) أن القائمة الإرشادية بحسب الموضوعات للمسائل التي سيبحثها المجلس التنفيذي (الوثيقة ١٥٨ م ت/إعلام ٢) لم تترجم إلى اللغة العربية، ولكنها فهمت أنها مجرد قائمة إرشادية يمكن تعديلها. ومن جهة أخرى، شكرت أمين المجلس التنفيذي على التنظيم الجيد للأعمال.

(102) Mme AL-FARSI (Oman) relève que la liste des questions que le Conseil exécutif aura à traiter (doc. 158 EX/INF.2) n'a pas été traduite en arabe, bien qu'elle comprenne qu'il s'agit seulement d'une liste indicative susceptible d'être révisée. Elle tient par ailleurs à remercier le Secrétaire du Conseil exécutif pour la bonne organisation des travaux.

١٠٣ أوضح أمين المجلس التنفيذي لممثلة عمان أن الوثيقة التي تشير إليها (١٥٨م ت/إعلام ٢) هي وثيقة إعلامية وتصدر بالانجليزية والفرنسية فقط كما جرت العادة. وأضاف أن البنود التي من المقرر إدراجها في جدول أعمال المجلس التنفيذي للدورة القادمة هي موضوعات تدرج بشكل عام وفقا لقرارات المؤتمر العام والمجلس التنفيذي. وإذا ما رغب ممثلو الدول الأعضاء في اقتراح بنود جديدة فإنه يمكنهم أن يفعلوا ذلك في وقت لاحق.

(103) Le SECRETAIRE explique à la représentante d'Oman que le document auquel elle se réfère (158 EX/INF.2) est un document d'information qui n'est publié habituellement qu'en anglais et français. Il ajoute que les points qu'il est prévu d'inscrire à l'ordre du jour de la prochaine session du Conseil exécutif concernent des questions qui sont retenues de manière générale en fonction des résolutions de la Conférence générale et des décisions du Conseil exécutif, et que si les représentants des Etats membres désirent proposer de nouveaux points, ils pourront le faire ultérieurement.

104. Ms AFRICA (South Africa), expressing support for the clarification requested by the representative of Pakistan, suggested that in future the tentative list and other documents concerned should place the Participation Programme under "Administrative and financial questions". There had been problems both in the previous biennium and at the General Conference as a result of the ambiguity created. The matter should be clarified immediately.

105. The CHAIRPERSON said that she thought that the representative of South Africa was right and that every effort should be made to eliminate ambiguities.

106. M. ZEIDAN (Tchad) remercie le Secrétaire de tout coeur pour sa disponibilité et son esprit de coopération.

107. La PRESIDENTE exprime à son tour ses remerciements au Secrétaire, dont l'extraordinaire dévouement lui a été particulièrement précieux au cours de cette journée où elle faisait ses premières armes dans ses nouvelles fonctions.

The meeting rose at 6.05 p.m.

THIRD MEETING

Friday, 19 November 1999, at 10.20 a.m.

Chairperson: Ms Mendieta de Badaroux

STATEMENT BY THE DIRECTOR-GENERAL

1. La PRESIDENTA anuncia que el Director General pronunciará un discurso ante el Consejo.
 - (1) The CHAIRPERSON said that the Director-General would address the Board.
2. The DIRECTOR-GENERAL addressed the Executive Board.¹
3. La PRESIDENTA agradece al Director General el importante discurso pronunciado con motivo de su primer encuentro con el Consejo. A continuación, enumera sucintamente los elementos del discurso que le han parecido más destacables: la atención prestada al “pasar de las palabras a los hechos”, que es el mensaje que le fue transmitido por la Conferencia General; la afirmación de que las reformas drásticas no son populares, no pueden llevarse a cabo en unos meses, y exigen tanto la realización de sacrificios como la práctica de la solidaridad; el propósito de concentrar las actividades en las áreas en que la UNESCO puede hacer aportes efectivos; y la exhortación a que reine un espíritu de trabajo y de equipo entre la Conferencia General, el Consejo Ejecutivo y la Secretaría.
 - (3) The CHAIRPERSON thanked the Director-General for his important statement on the occasion of his first meeting with the Board. Recapitulating the key points of his statement, she noted, in particular, the focus on passing “from words to deeds”, which was the message conveyed to him at the General Conference; the affirmation that drastic reforms were not popular, could not be carried out in a matter of months, and would require both sacrifices and a sense of solidarity; the intention to concentrate activities in those areas in which UNESCO could make an effective contribution; and the appeal for good working relations and a team spirit among the General Conference, the Executive Board and the Secretariat.
- 4.1 Mr STANTON (United Kingdom) said that he could sign up almost unreservedly to almost all of the Director-General’s statement, except that the Director-General had said that creating an independent international public service would not be popular with Member States. He stressed that such a service would be popular with the United Kingdom.
- 4.2 There should be some consideration of whether the traditional six-year Medium-Term Strategy was still useful. He recalled that the Task Force on UNESCO in the Twenty-first Century had already begun its work, and said that if UNESCO were to respond effectively to the increasingly rapid changes under way, there might be a need for planning horizons which were shorter than six (which in practice meant eight) years.

1. The full text of the statement by the Director-General was published as an information document (158 EX/INF.5) and is annexed to the present summary record.

4.3 Bearing in mind the Executive Board's constitutional responsibility to ensure that the programme was being executed, and its function as a consultative body on changes in the structure of the Secretariat and appointments and promotions at senior levels, he had been pleased that the Director-General was consulting the Board. He noted that his job had been made considerably more difficult by irresponsible decisions taken by the previous management. His country would therefore not be adverse to the temporary suspension of those decisions. In that connection, he asked whether the \$11.8 million in excess staff costs included the cost of the solution to the General Service staff problem. A second budgetary problem was that General Conference resolutions were largely unsystematic, uncosted and often unrelated to programme priorities. Some resolutions involved the novel notion of seed money, which had yet to be considered by the Executive Board. He would like to know the financial implications of those resolutions and whether they could be implemented without harming the essential priorities and results-based methods that were at the core of the programme and budget.

4.4 With regard to managerial reform, the Director-General had been very open, and the consultation was welcomed, but he wondered whether significant restructuring of the Secretariat could actually wait until the autumn session in 2000 - the situation was critical and it might be desirable to move more rapidly. He would welcome confirmation that senior-level posts, in particular at the level of Deputy Director-General and Assistant Director-General, would be advertised internationally, and that the recruitment process would be transparent.

4.5 Lastly, he was pleased that at the Board's spring session, the Director-General would be making proposals which would help the Organization to concentrate on its priority programmes. He urged the Director-General to set out clear milestones against which to judge progress in making UNESCO better focused and better managed, and thereby demonstrate to Member States that early gains had been made in that regard.

5. M. KLOCZOWSKI (Pologne), après avoir félicité la Présidente et le Directeur général de leur élection, déclare comprendre l'exposé extrêmement clair que ce dernier vient de faire comme un appel adressé à l'ensemble du Conseil, afin de l'inviter à réfléchir à la situation actuelle de l'UNESCO dans le monde et à ce que l'Organisation peut et doit faire dans un univers en rapide mutation qui se trouve aujourd'hui dans une passe très difficile. Il est indispensable, comme l'a dit le Directeur général, de passer de la parole aux actes. C'est pourquoi, fuyant les pièges de la rhétorique, voire d'une certaine langue de bois, qui les guettent à Paris, les membres du Conseil devront, en réponse à cet important discours, réfléchir durant les mois qui les séparent des prochaines sessions à ce qui se passe concrètement dans leurs propres pays et leurs propres régions et à l'écho qu'y trouve l'UNESCO car, au fond, nombre des difficultés auxquelles se heurtent les défenses de la paix dans l'esprit des hommes prennent naissance précisément chez eux et dans leurs relations avec leurs voisins. Il leur faudra réfléchir à la manière dont il convient d'agir pour contribuer à résoudre les difficiles problèmes qui se posent un peu partout dans le monde et, à cette fin, soumettre au Directeur général leurs observations sur les activités menées à ce jour, afin que puisse être élaboré un programme à la mesure réelle des besoins actuels.

6.1 Mr HANRATH (Netherlands), stressing that his country was a friend to the Third World and to UNESCO, said that the Netherlands was one of the few countries that had reached the target of devoting 0.7% of its gross national product to development aid. A recent report to the Netherlands Minister for Development Aid on the quality of the United Nations as a channel for development aid had provided an evaluation of 11 United Nations organizations and funds. The good news was that

multilateral aid was deemed more effective than bilateral aid, and the United Nations was considered a suitable vehicle for it. The bad news was that three agencies had emerged in a poor light, one of them being UNESCO. The report's conclusion had been that more money should be given to those that did well and less to the others. The criticism of UNESCO had been that Member States themselves had inconsistent policies. When the Director-General mentioned changing the mindset of the Secretariat, he must also bear in mind the need to change the mindset of Member States. Secondly, the interpretation of the Organization's mandate was not up to date; and thirdly, there was poor management, insufficient prioritization and inefficient use of staff. UNESCO had received an extremely negative press in the Netherlands in the past few months; a debate in Parliament on that question had been requested, during which the issue of withdrawal would be raised. Although that did not appear to be a serious threat, the trend was ground for concern.

6.2 He agreed with the Director-General that Rome had not been built in a day. While it would be impossible to change the programme overnight, a message must be sent out regarding transparent management. He fully endorsed the Director-General's statement in that regard. On the previous day, he had been elected Chairperson of the Finance and Administrative Commission, and he had been looking forward to that task with trepidation. He now thought that it would be easier, as it was clear that the Member States and the Director-General wanted change.

7.1 El Sr. LAVADOS (Chile) estima difícil poder comentar brevemente una declaración tan amplia y compleja como la presentada por el Director General y aprecia su carácter franco y sincero. Según un parecer bastante extendido, que el orador comparte, la UNESCO se halla en una situación crítica, y buena ilustración de ello es lo que acaba de comunicar el representante de los Países Bajos con respecto a la imagen de la Organización en dicho país. En su opinión, la crisis no estriba en una carencia de ideas generales, sino en la falta de ideas prácticas para lograr la aplicación eficaz de los programas. Por consiguiente, estima que hacer hincapié en la gestión es sumamente positivo, porque ésta es precisamente la que permite pasar de las ideas a los actos.

7.2 Expresa su acuerdo con la casi totalidad de lo expuesto por el Director General y le parece muy positiva, por ejemplo, su decisión de reducir el número de asesores en la Secretaría, que era excesivo, ya que esto permitirá obtener recursos para los gastos adicionales de unos 20 millones de dólares que es menester sufragar en el marco de un presupuesto tan limitado como el de la Organización. A este respecto, señala que incluso los recursos presupuestarios de la principal universidad de un país como Chile, cuya importancia es relativa, son levemente superiores a los de la UNESCO.

7.3 Reitera que el paso de las ideas a los actos exige una mayor eficiencia. Agrega que, desde el punto de vista de una gestión eficaz, también le interesaron las palabras del Director General sobre una descentralización vinculada a una clara delimitación de las tareas y a la noción de flexibilidad. Espera que la cuestión de la descentralización se examine con mucha atención, habida cuenta de que, hasta ahora, se ha traducido sobre todo por una dispersión en el plano mundial con su corolario de una ejecución deficiente de las tareas.

7.4 Aparte de los problemas de gestión, dice, otra de las cuestiones mencionadas por el Director General que reviste gran importancia para Chile es la concentración de los programas de la Organización en las esferas que la atañen más específicamente. En efecto, la diseminación de los programas ha venido a unirse a la dispersión geográfica, fruto de una descentralización mal realizada, y a la dispersión en materia de gestión. Esta situación exige, a su parecer, una mayor simplificación y eficacia del funcionamiento de la Organización.

7.5 Coincide con el Director General en que algunos cambios serán dolorosos, si bien esto resulta inevitable cuando son realmente profundos, especialmente en el caso de la UNESCO, cuyo funcionamiento se ha anquilosado bastante al descansar en prácticas de gestión obsoletas. Finaliza diciendo que el Director General puede contar con el pleno apoyo de Chile para llevar a cabo sus intentos de modernización y los cambios necesarios, ya que ambos necesitan el apoyo de los Estados Miembros, y cambios también en cada país, si se quieren alcanzar los objetivos de la Organización.

(7.1) Mr LAVADOS (Chile) said that it would be difficult to comment briefly on the Director-General's address, which had been extremely far-reaching and complex, and whose frank and sincere character he had appreciated. He subscribed to the fairly widespread opinion that UNESCO was in crisis, as shown by the statement of the representative of the Netherlands concerning the Organization's image in that country. In his view, the crisis did not result from a lack of general ideas, but rather a lack of practical ideas to ensure the effective implementation of programmes. Focusing on management was therefore highly positive, since that was what made it possible to move from words to deeds.

(7.2) He expressed his agreement with virtually all the elements of the Director-General's statement. The Director-General's decision to reduce the excessive number of advisers in the Secretariat was very positive, since that would make it possible to obtain funds for the \$20 million in additional expenses, which had to be covered by the Organization's extremely tight budget. In that connection, he indicated that the budget of a major university in a country such as Chile, whose importance was relative, was slightly higher than that of UNESCO.

(7.3) Greater effectiveness was needed to move from ideas to concrete action. From the standpoint of effective management, he had also appreciated what the Director-General had said about decentralization in terms of a clear understanding of tasks and the notion of flexibility. He hoped that the issue of decentralization would be examined very closely, since thus far it had mostly taken the form of dispersion at the global level and poor execution of tasks.

(7.4) Apart from management problems, a further issue raised by the Director-General which was also of major importance for Chile was the concentration of programmes on the areas of most specific concern to the Organization. Programme scatter had been compounded by both geographic dispersion, the fruit of poorly implemented decentralization, and administrative dispersion. In his view, that situation underscored the need for greater simplification and effectiveness in the Organization's operation.

(7.5) He agreed with the Director-General that some changes would be painful, but that would be inevitable if truly deep-seated changes were to be made, especially in the case of UNESCO, whose operation had been largely paralysed as a result of obsolete management practices. He concluded by saying that the Director-General could count on Chile's full support in carrying out his plans for modernization and making the necessary changes, since both actions needed the support of Member States. Chile also fully supported the changes that would have to be made in each country in order to achieve the Organization's objectives.

8.1 M. CHARLES (Haïti) partage assez largement certaines préoccupations exprimées par les précédents intervenants. Il se réjouit, bien sûr, de la volonté affirmée par le Directeur général de mener à bien la réforme de l'Organisation dans l'intérêt des Etats membres, et espère que la méthode choisie

donnera les résultats attendus. Il va de soi que cette méthode subira chemin faisant des adaptations, compte tenu notamment des propositions qui seront formulées par le Conseil lors de ses 159^e et 160^e sessions, et qu'elle fera, de même que les objectifs de la réforme, l'objet d'un dialogue entre le Conseil et le Secrétariat.

8.2 Pour M. Charles, la réforme interne, à laquelle le Directeur général a consacré l'essentiel de son attention, vise à plus d'efficacité sur le plan interne, certes, mais aussi, sur le plan externe, dans la coopération que l'Organisation entretient avec les Etats membres. S'il entre dans la gestion externe de la mise en oeuvre du programme des éléments internes - à savoir le document C/5, les résolutions adoptées par la Conférence générale, les Programmes et projets concernant les différents pays et les différentes régions -, ceux-ci ne constituent pas une partition musicale dont l'exécution va se dérouler harmonieusement dans l'intérêt de tous. Chacun sait qu'à ce niveau les problèmes sont multiples et quotidiens. C'est là que les délégations permanentes entrent en jeu, et il importe de prévoir la manière dont s'organiseront leurs relations avec le Secrétariat en ce qui concerne la mise en oeuvre des programmes et projets au niveau des pays et des régions. M. Charles estime indispensable à cet égard de maintenir les postes de responsables qui, avec l'aide des délégations permanentes, assurent la coordination des programmes concernant les régions et les groupes prioritaires, ainsi que la coordination intersectorielle des activités relatives à tel ou tel pays ou région. Il serait même à son avis souhaitable de renforcer cette fonction de coordination, dans laquelle les délégations permanentes ont leur rôle à jouer. Ainsi invite-t-il le Directeur général à tenir compte de cet aspect de la question dans les propositions qu'il présentera au Conseil.

8.3 Par ailleurs, M. Charles pense exprimer un souhait partagé par tous les délégués permanents en disant que ceux-ci aimeraient voir leurs relations avec le Secrétariat se dérouler dans le respect et la dignité. Lorsqu'un délégué permanent demande à être reçu par le Directeur général, c'est au nom d'un pays, d'un peuple qui a des difficultés qu'il fait cette démarche, et non en tant qu'individu qui vient quémander des faveurs. Or, s'il n'a personnellement pas eu à se plaindre, M. Charles note que nombre de ses homologues se sont vus accueillir comme si c'était le cas et en ont été profondément gênés. C'est là, lui semble-t-il, un aspect des relations entre le Secrétariat et les délégations permanentes qui demande à être repensé. Il espère enfin qu'ainsi que l'a indiqué le Directeur général, des consultations auront lieu avec les délégations permanentes et que des réunions d'information seront organisées à leur intention.

9.1 Г-жа АРЫСТАНБЕКОВА (Казахстан) поздравляет г-жу Мендиету де Бадару в связи с избранием на пост Председателя и заверяет ее в полной поддержке со стороны Казахстана. Она также поздравляет г-на Коитиро Мацууру с избранием на высокий пост Генерального директора ЮНЕСКО и желает ему больших успехов в претворении в жизнь целей и идеалов ЮНЕСКО. Казахстан полностью разделяет видение Генерального директора в отношении перспектив развития ЮНЕСКО в предстоящие годы и всецело поддерживает его усилия по реформе Организации в целях повышения ее эффективности в решении возложенных на нее благородных задач. Одним из приоритетных направлений, на которых должен сосредоточить свое внимание Исполнительный совет, является необходимость сохранения природного наследия планеты, обеспечение экологической безопасности всех жителей Земли и использование достижений науки на благо каждого человека. Казахстан благодарен мировому сообществу за содействие в решении проблем, связанных с зонами экологических катастроф Семипалатинского ядерного полигона и региона Аральского моря. Она подчеркивает необходимость энергичных действий международного сообщества в интересах людей, ставших не только заложниками, но и жертвами создания и испытания смертоносного оружия, а также нерационального планирования

и ведения народного хозяйства, поскольку даже крупные государства не в состоянии справиться с экологическими проблемами такого масштаба. Отмечая активное участие ЮНЕСКО в разработке программ по Аральскому морю и Семипалатинскому ядерному полигону, выступающая говорит о больших надеждах, возлагаемых Казахстаном на то, что планируемые мероприятия позволят перейти от научно обоснованных рекомендаций к реализации серьезных международных проектов по данным проблемам.

9.2 Поблагодарив государства четвертой группы и всех членов Исполнительного совета за избрание Казахстана заместителем Председателя Исполнительного совета ЮНЕСКО, г-жа Арыстанбекова говорит о том, что Казахстан будет как и прежде активно участвовать в работе Исполнительного совета и сотрудничать с государствами-членами в целях решения общих задач.

(9.1) Ms ARYSTANBEKOVA (Kazakhstan) congratulated Ms Mendieta de Badaroux on her election as Chairperson and assured her of Kazakhstan's full support. She also congratulated Mr Koïchiro Matsuura on his election to the elevated position of Director-General of UNESCO, and wished him every success in putting UNESCO's aims and ideals into practice. Kazakhstan fully shared the Director-General's vision concerning the prospects for UNESCO's development in the coming years, and wholeheartedly supported his efforts to reform the Organization for the sake of greater effectiveness in addressing the lofty tasks entrusted to it. One of the priorities on which the Executive Board should concentrate was the need to protect the natural heritage of the planet, to guarantee the environmental security of all the earth's inhabitants, and to harness the achievements of science for the good of everyone. Kazakhstan was grateful to the world community for its help in addressing the problems of the environmental disaster areas of the Semipalatinsk nuclear test site and the Aral Sea region. She stressed the need for energetic action on the part of the international community in favour of people who had become not just hostages but victims of the construction and testing of lethal weapons and of the irrational planning and conduct of the economy, since even powerful States were not in a position to cope with environmental problems of that magnitude. Noting UNESCO's active participation in drawing up programmes for the Aral Sea and the Semipalatinsk nuclear test site, she spoke of the great hopes of Kazakhstan that the planned measures would make it possible to go on from scientifically based recommendations to the execution of sound international projects on the problem in question.

(9.2) Thanking the Member States of Group IV and all the Executive Board Members for electing Kazakhstan as Vice-Chairperson of UNESCO's Executive Board, she went on to say that Kazakhstan would, as ever, play an active part in the Board's work and cooperate with the Member States in resolving their common tasks.

10. Mr HUSSEIN (Malaysia) said that the four reform priorities outlined by the Director-General were clear and consistent. He especially welcomed the call for dialogue with and the active participation of Member States in all areas of concern. The Director-General's reform measures would hurt some, but not all of UNESCO's partners. The Organization needed to take some bitter medicine in order to make a speedy recovery. For the previous two or three years UNESCO had been suffering from "organizational drift" and an inversion of central and peripheral concerns. He was in full agreement with the Director-General's proposed plan of action: he hoped that a new broom would indeed sweep clean. He assured the Director-General of his country's strong support.

11.1 Ms CUMMINS (Barbados) congratulated the Director-General, and the Chairperson and all those elected to the Bureau of the Board, and said that her country was looking forward to fruitful

cooperation with them all. She thanked the Director-General for his refreshing and reassuring remarks on the need for reform and renewal. She welcomed his support for the Task Force on UNESCO in the Twenty-first Century and his recognition of the need to classify the role of UNESCO within the United Nations system. She endorsed the four reform priorities mentioned by the Director-General, in particular with regard to restoring a sense of responsibility and ensuring respect for rules and procedures, and said that she especially appreciated the stress on flexibility, dynamism and transparency in all areas. The top-heavy pyramid that burdened the Organization should go, and parallel hierarchies should be dispensed with. However, when tackling those issues, the Director-General might also wish to examine other parallel structures, namely the various international committees, consultative bodies and world commissions. Many of those parallel structures were effectively beyond the reach of developing countries, which did not have the means to participate in them. She urged a review of those bodies in order to determine where their mandates and activities converged, with a view to achieving rationalization and ensuring the full involvement in them of all Member States.

11.2 Well aware that some of his proposed actions would be unpopular, the Director-General was seeking the support of the Board. Barbados fully subscribed to his evaluation of the situation and welcomed the need for a rational structure. Likewise, it endorsed the decision to conduct an audit of the Participation Programme and urged that the audit should include all forms of emergency assistance. Barbados fully supported the Director-General's efforts to clarify lines of authority and to absorb the numerous ad hoc coordination units. It was pleased to have been advised in advance of the Director-General's plans, which would help Member States to come well prepared to the forthcoming spring and autumn sessions of the Executive Board. She had noted in particular the firmness with which the Director-General had proposed to review and possibly suspend recent decisions concerning senior staff appointments and promotions.

12.1 El Sr. GALÁN SARMIENTO (Colombia), dice que, puesto que se trata de su primera intervención en la reunión del Consejo, quisiera primero felicitar por su elección a la Presidenta y al Director General y dar la bienvenida a los representantes de los Estados Miembros que acaban de iniciar su mandato.

12.2 Si bien, prosigue, tras la 157ª reunión del Consejo y la celebración de la 30ª Conferencia General era previsible que hubiera cambios en la Organización, se congratula de que éstos hayan empezado a realizarse inmediatamente. Está de acuerdo con muchos de los análisis y propuestas que acaba de presentar el Director General. Agrega que, aun cuando los cambios susciten a la vez expectativas y temores, lo más importante es que representan una oportunidad de transformación tanto para los individuos como para las organizaciones.

12.3 Recuerda que el Consejo, en su reunión anterior, ya se había pronunciado sobre la necesidad de efectuar transformaciones y había propuesto reformas, que han encontrado un eco inmediato en el discurso del Director General. Con respecto a las responsabilidades en la aplicación de la política de reformas, estima que incumben por igual al Director General y al Consejo; y añade que la futura labor de la Organización debe descansar en la noción de mutua responsabilidad. Saluda el espíritu de apertura y transparencia del discurso del Director General y estima necesario que los distintos órganos rectores de la Organización puedan actuar en el futuro con la autonomía que les corresponde.

12.4 Si bien comparte algunas de las dudas e inquietudes que otros han expresado, desea resaltar las cuestiones que le han parecido importantes en el discurso del Director General. En primer lugar, el acento puesto en la concentración de los programas, un problema muy debatido en el pasado, pero que se debe ahora resolver pasando de las palabras a los hechos. En segundo lugar, el respaldo a la tarea del

equipo especial del Consejo sobre la UNESCO en el siglo XXI creado en virtud de la Decisión 156 EX/10.2, que ha venido propugnando la necesidad de definir las esferas en las que la UNESCO no debe intervenir, a fin de poder establecer las prioridades adecuadas. A este respecto, opina que en la Estrategia a Plazo Medio se deberían incorporar las aportaciones de este equipo especial, a medida que su labor vaya progresando. En tercer lugar, la voluntad de modernizar los procedimientos administrativos vigentes, y más concretamente de utilizar eficazmente el instrumento flexible de la descentralización. Con respecto al proceso de descentralización, agrega que, si bien es cierto que las Delegaciones Permanentes tienen un cometido que cumplir en este ámbito, como ha señalado el representante de Haití, sería interesante conocer el punto de vista del Director General sobre la función que deben desempeñar las Comisiones Nacionales en ese proceso.

12.5 La UNESCO, a su entender, ha efectuado en el pasado demasiados análisis que no llegaron a plasmarse en acciones concretas; por eso, estima que ha llegado el momento de pasar a la acción, como lo exigió y demostró el Consejo con las iniciativas adoptadas en su 157ª reunión, y como lo acaba de reiterar el Director General en su intervención. Por último, estima que en la acción emprendida por la Organización debe prevalecer el espíritu del *wa*, al que se refirió el Director General en su discurso de toma de posesión, o la noción equivalente de "cooperación constructiva" propugnada por el Presidente del Irán ante la Conferencia General, y declara que Colombia apoyará la futura labor del Sr. Matsuura practicando una colaboración positiva con arreglo a esos principios.

(12.1) Mr GALÁN SARMIENTO (Colombia) said that since it was the first time he was addressing the current session of the Board, he would start by congratulating the Chairperson and the Director-General on their election, and welcoming the representatives of Member States who had just begun their term as Members of the Board.

(12.2) Following the 157th session of the Board and the 30th session of the General Conference, it was clear that there would be changes in the Organization, and he expressed his satisfaction that those changes had begun to be felt immediately. He agreed with many of the analyses and proposals outlined in the Director-General's address, adding that while changes gave rise to both hopes and fears, the main thing was that they afforded an opportunity for transformation at the individual and organizational levels.

(12.3) He recalled that at its previous session, the Board had addressed the need to make changes and had proposed reforms, which had figured prominently in the address by the Director-General. The Director-General and the Board were equally responsible for implementing the reform policy, and he stressed that the Organization's work in future should embrace the notion of mutual responsibility. He commended the spirit of openness and transparency in the Director-General's statement, and suggested that the various governing bodies of the Organization should henceforth act with the autonomy that was theirs.

(12.4) While he shared some of the misgivings and concerns other speakers had expressed, he wished to enumerate the issues he felt were important in the Director-General's address. First, programme concentration, a much debated problem in the past, should be resolved by moving from words to deeds. Secondly, the Director-General had expressed his support for the work of the Executive Board's Task Force on UNESCO in the Twenty-first Century established by 156 EX/Decision 10.2, which had underscored the need to define those areas in which UNESCO should not intervene, so as to establish suitable priorities. In that connection, he said that the Medium-Term Strategy should incorporate the findings of the Task Force as

they became available. Thirdly, he noted the desire to modernize the existing administrative procedures, and more concretely, to make more effective use of the flexible instrument of decentralization. While the permanent delegations would have a part to play in the decentralization process, as the representative of Haiti had stressed, it would be interesting to hear the Director-General's point of view on the role of National Commissions in that process.

(12.5) UNESCO, in his view, had in the past carried out too many analyses which had not been translated into concrete action. It was therefore time to move on to deeds, as the Board had requested and indeed demonstrated with the initiatives adopted at its 157th session, and as the Director-General had just reiterated in his statement. He concluded by stating that the Organization's action should be permeated with the spirit of *wa*, to which the Director-General had referred in his inaugural address, or the related notion of "constructive cooperation" expounded by the President of the Islamic Republic of Iran in his address to the General Conference. He said that Colombia would support Mr Matsuura in his forthcoming tasks and endeavour to collaborate positively on the basis of those principles.

13. Mr SAFULI (Malawi) congratulated the Director-General on his election, and said that his statement showed great vision and demonstrated that he had set himself a challenging task. His government was in favour of reform, but recognized that some found change easier than others. Substantive criticism was to be welcomed, and the Director-General must take care to listen to the Secretariat, Member States and ordinary individuals. He cautioned that the practice of people in positions of power tended, all too often, to diverge from their admirable initial promises. He commended the Director-General on his insistence on accountability and transparency, values which were especially important in regard to recruitment and promotion of staff. With respect to the provision of consultants to developing countries, he stressed the need to examine the availability of local expertise.

14.1 El Sr. GUERRA CARABALLO (Uruguay) está de acuerdo con el planteamiento del Director General para transformar la UNESCO y estima acertados los plazos que se ha fijado para llevar a cabo sus objetivos, así como su propósito de proporcionar al Consejo información al respecto en sus dos reuniones siguientes.

14.2 Considera que se debe poner término inmediatamente a la dispersión existente en las esferas de competencia y los recursos de la Organización, y por lo tanto apoya los métodos propuestos por el Director General, en especial la creación de un mecanismo de inspección y auditoría que evalúe órganos y funciones para que los cambios se realicen con racionalidad. En relación con el problema de la redistribución entre los distintos programas, manifiesta su preocupación por el déficit acumulado de 10,8 millones de dólares, así como por los 11 millones de dólares requeridos para cubrir gastos en recursos humanos y por los costos que supondría efectuar el mantenimiento de los edificios de la UNESCO para cumplir con los reglamentos municipales. Pide que se informe más ampliamente al Consejo sobre estas tres cuestiones.

14.3 Propone que se establezca una coordinación entre el Consejo Ejecutivo y el Director General para reformar la Constitución y determinar las competencias en materia de conflictos como el que desafortunadamente se produjo durante la celebración de la 30ª Conferencia General. Se pregunta si no han de ser el Consejo Ejecutivo y el Director General los que traten este tipo de conflictos en vez de la Conferencia General, que no está en condiciones de ocuparse de ellos ni dispone del tiempo necesario para examinarlos. A su parecer, el tratamiento de estos problemas, que pueden mermar el prestigio de la UNESCO cuando se ponen de manifiesto, incumbe a órganos como el Consejo Ejecutivo y la Secretaría que velan por la continuidad de las actividades de la Organización.

14.4 Agrega que Uruguay apoya las transformaciones propuestas por el Director General, ya que redundarán en el mejor cumplimiento de los fines específicos de la UNESCO. Por último, habida cuenta que se trata de la última reunión del Consejo antes del advenimiento del año 2000, expresa en nombre de su país sus mejores deseos a todos los participantes para el nuevo siglo y milenio ya próximos, con la esperanza de que ambos comiencen en una atmósfera de concordia y paz.

(14.1) Mr GUERRA CARABALLO (Uruguay) said that he agreed with the Director-General's plans to transform UNESCO, and thought the time frames the Director-General had set to meet those objectives were reasonable. He also supported the proposal to give the Board progress updates at its following two sessions.

(14.2) In his view, it was time to put an end to the existing dispersion with regard to the Organization's fields of competence and resources. He therefore supported the means proposed by the Director-General, particularly the establishment of an oversight mechanism to evaluate units and functions, ensuring that changes were introduced rationally. With regard to the reallocation of resources among the different programmes, he expressed his concern at the accumulated deficit of \$10.8 million, as well as the \$11 million needed for staff costs, and the maintenance costs for UNESCO buildings in order to comply with municipal regulations. He requested that the Board be informed in greater detail on those three issues.

(14.3) He urged the Executive Board and the Director-General to coordinate efforts to reform the Constitution and to determine responsibilities in respect of conflicts, such as that which had unfortunately emerged during the 30th session of the General Conference. He wondered whether the Executive Board and the Director-General should not be responsible for resolving such conflicts, rather than the General Conference, which had neither the capacity nor the time to examine them. In his view, resolving such problems, which could damage UNESCO's reputation if they became manifest, was the responsibility of bodies such as the Executive Board and the Secretariat, which ensured the consistency of the Organization's activities.

(14.4) He expressed Uruguay's support for the Director-General's proposed changes, which were more conducive to achieving UNESCO's specific objectives. Since it was the final session of the Board before the year 2000, he conveyed to all the participants his country's best wishes for the new century and millennium, hoping that both might be inaugurated in an atmosphere of peace and harmony.

15.1 M. MUSITELLI (France) considère le style fait de sobriété, de rigueur intellectuelle et de courage politique du Directeur général, ainsi que la volonté qu'il manifeste de prendre les problèmes à bras-le-corps comme un signal extrêmement positif. Le discours de vérité qu'il a tenu répond à de nombreuses attentes et M. Musitelli tient à l'en remercier ainsi que ceux qui l'ont aidé à préparer son programme. Le Directeur général a montré qu'il était possible de porter un diagnostic lucide sur l'état de l'UNESCO et la crise qu'elle traversait sans renoncer pour autant à s'assigner de grandes ambitions. Il a lancé un défi, autant qu'à lui-même, à tous les Etats membres. Il leur a adressé, pour reprendre les termes du représentant de la Colombie, un appel à la coresponsabilité et, de ce point de vue, il importe qu'il garde à l'esprit les propos tenus par certains représentants, notamment ceux d'Haïti et du Malawi, et se tienne à l'écoute des pays qui ont les besoins les plus criants et attendent beaucoup de l'UNESCO.

15.2 Tout en partageant nombre des interrogations déjà formulées, la France est tout à fait d'accord avec les objectifs, la démarche et le calendrier proposés par le Directeur général. Se référant à

l'intervention du représentant des Pays-Bas, M. Musitelli note qu'en France aussi l'UNESCO a récemment fait l'objet de campagnes très critiques qui dénotent un état d'esprit général assez négatif. Son gouvernement n'en demeure pas moins fermement résolu à jouer pleinement son rôle au sein de l'Organisation, à un moment où celle-ci a plus que jamais besoin du soutien de tous pour remplir la mission qui est la sienne.

16. M. DEMERS (Canada), après avoir félicité la Présidente de son élection et salué les membres nouvellement élus au Conseil, assure le Directeur général de son appui le plus entier et se réjouit du consensus qui se dégage autour des principales propositions contenues dans l'impressionnant plan de travail qu'il vient de présenter. Il indique à cet égard que la question du sort à réserver à la Stratégie à moyen terme (doc. C/4) a été clairement soulevée au cours des discussions qui ont marqué la réflexion sur l'UNESCO au XXI^e siècle. Dans ce contexte, et conformément à l'esprit de sagesse et de modération dans lequel le Directeur général se propose d'aborder le processus de réforme, il serait bon à son avis d'envisager la possibilité de retarder d'un an la préparation de ce document pour se donner le temps de la réflexion et parvenir ainsi à la meilleure décision possible en collaboration avec l'Equipe spéciale pour l'UNESCO du XXI^e siècle qui, rappelle-t-il, se veut largement ouverte à toutes les bonnes volontés et accueillera avec plaisir toutes les suggestions susceptibles de l'aider dans ses travaux.

١٧,١ هُنَا السيد نشابه (لبنان) المدير العام على العرض الواضح لخطة العمل التي ينوي تنفيذها قائلاً إنها خطة جيدة. وأضاف أنه رأى في الخطوط العريضة للخطة الكثير من الموضوعية والتنظيم ولكنه كان يتمنى أن يرى فيها أيضاً شيئاً من الإبداع، وهو ما تحتاج إليه المنظمة. ولذلك ستعلق في هذا الصدد أهمية كبيرة على فريق العمل المعني باليونسكو في القرن الحادي والعشرين. كما أعرب عن أمله في أن يبلغ أعضاء المجلس في أسرع وقت بالمعلومات عن الإجراءات التي سيتخذها المدير العام لتنفيذ خطته لكي يتسنى لأعضاء المجلس حضور الدورة القادمة وهم جاهزون، ولكي يتسنى لهم بيان مواقفهم عند الحاجة بالاتصال بالمدير العام مباشرة. كما طلب السيد نشابه أن يحاط أعضاء المجلس علماً بالخطوات والتوجهات الأساسية التي يود المدير العام اتباعها في سبيل تنفيذ البرنامج.

١٧,٢ ثم توجه الى السيدة رئيسة المجلس بصفتها مقيمة في فرنسا ومراقبة مستمرة لعمل المنظمة بالإنابة عن المجلس فطلب منها البقاء على صلة دائمة بأعضاء المجلس وإعلامهم بردود فعلها لمختلف الأمور التي تجري في المقر أثناء الفترات التي لا ينعقد فيها المجلس. وأخيراً طلب منها أن تضع توجهات واضحة لعمل المجلس لكي يتداول بها أعضاء المجلس معها ويحيطوها علماً بردود فعلهم، الأمر الذي سيتيح في نهاية المطاف مساعدة المدير العام في أداء مهمته.

١٧,٣ واختتم السيد نشابه كلمته بوعد وجهه بصفته رئيس لجنة البرنامج والعلاقات الخارجية الى المدير العام بأنه سيساعده في موضوعات اللامركزية وتحديد الأولويات وتوجيه الموازنة. وذكر المدير العام بمهمة جذب الأموال الى المنظمة من مصادر خارجة عن الميزانية لتمويل المشاريع، وهي مهمة يمكن للمجلس أن يساعده فيها.

(17.1) Mr NACHABÉ (Lebanon) congratulated the Director-General on his clear presentation of the plan of work he wished to carry out, and said that it was a good one. The main lines of thrust of the plan were extremely objective and well-ordered; however, he would have liked to see more creativity, which was what the Organization needed. In that connection,

great importance should be attached to the Task Force on UNESCO in the Twenty-first Century. He expressed the hope that Board Members would be informed as rapidly as possible of the steps the Director-General intended to take to implement his plan in order to enable the Members to attend the forthcoming session well-prepared and indicate their positions, if necessary, by contacting the Director-General directly. He also requested that Board Members should be informed of the measures and basic orientations the Director-General wished to adopt with regard to programme execution.

(17.2) Addressing the Chairperson of the Board in her capacity as a resident in France and a constant observer of the work of the Organization on behalf of the Board, he requested her to remain in permanent contact with Board Members and to inform them of her reactions to various events at Headquarters whenever the Board was not in session. Lastly, he requested her to draw up clear guidelines for the work of the Board so that Board Members might discuss them with her and give her their reactions, an approach which would ultimately assist the Director-General in the performance of his task.

(17.3) He concluded, as Chairperson of the Programme and External Relations Commission, by promising the Director-General that he would assist him with regard to the issues of decentralization, priority-setting and shaping the budget. He reminded the Director-General of the task of extrabudgetary fund-raising in order to finance projects, a task in which the Board might be of assistance to him.

18. La PRESIDENTE assure le représentant du Liban qu'elle a d'ores et déjà eu des entretiens à ce sujet avec plusieurs membres du Bureau et que ce dernier va établir, en consultation avec les autres membres du Conseil, une stratégie de collaboration avec le Directeur général.

19.1 M. JOHNSON (Togo), après avoir félicité le Directeur général, ainsi que la Présidente et les vice-présidents de leur élection, se dit tout à fait d'accord avec le représentant des Pays-Bas pour estimer que les différents points que le Directeur général a annoncés dans son exposé méritent l'entière adhésion du Conseil. Il considère en particulier que le Directeur général a raison de vouloir concentrer l'action de l'UNESCO sur les programmes prioritaires et sur les domaines où l'Organisation a quelque chose d'unique à apporter. Il approuve par ailleurs sa volonté d'accroître la transparence et l'efficacité du fonctionnement de l'Organisation et partage son attachement à l'indépendance de la fonction publique internationale.

19.2 Il est inquiet, toutefois, de savoir le Directeur général prisonnier d'un budget qu'il considère comme un véritable carcan. Aussi salue-t-il les propos du représentant du Liban concernant la possibilité de faire appel aux ressources extrabudgétaires, lesquelles permettront de retrouver une certaine liberté d'action. Le Directeur général doit par ailleurs disposer de tout le temps nécessaire - sans doute plus de six mois - pour prendre en main l'Organisation et mettre en place son programme de réformes. Au Conseil de se demander comment il peut l'aider dans sa tâche, afin que l'UNESCO puisse progresser dans ses domaines d'action prioritaires.

20.1 Mr SARDO (Italy) said that he had the impression that the Board had a new-found sense of sobriety and was now convinced that the Director-General was the right man for the job. As the representatives of the United Kingdom and the Netherlands had said, the Organization was in a sorry state. Looking ahead, however, he saw grounds for optimism. He was of the opinion that UNESCO must not be judged by the size of its budget, but rather by the scope of its mandate. There was naturally

a need to improve management, but that could not be the only measure of success. One of the most urgent tasks was to revitalize the Board, which was sinking into irrelevance, and increasingly acting as an inward-looking, complacent club. The Organization had been slow to react to the changes under way worldwide. He recalled that the Director-General's own country, Japan, had shown great capability for change at various points in its history, and suggested that that could be an extremely important factor for the Organization's future. Now a reasonable deadline for change was required.

20.2 It should be borne in mind that UNESCO's primary function was not that of a funding agency. There was naturally room for improvement in the Secretariat, particularly with regard to cooperation with the governing bodies. But above all, UNESCO needed to be closer in tune with the real world outside. He urged the Director-General to move ahead at full speed not only with his internal reforms, but also with the search for fresh expertise and resources from outside, which would be easy to secure, at least from Italy, if he could project an image of credibility and efficiency. Italy pledged to contribute to the collective effort of bringing new substance to UNESCO programmes. He concluded by urging the Director-General to stick to his clear-cut vision of the future.

21.1 El Sr. SÁNCHEZ GUTIÉRREZ (México) felicita a la Presidenta y al Director General por sus respectivos nombramientos y les desea los mayores éxitos en el desempeño de sus cargos. A continuación, refiriéndose a la declaración del Director General, estima que ha sido sumamente interesante, importante y valerosa por las acciones que proyecta llevar a cabo.

21.2 Respecto de los cuatro puntos de su plan de reforma de la gestión de la Organización, considera que son en gran medida pertinentes para cumplir la labor que tienen encomendada tanto el Director General como el Consejo Ejecutivo. No obstante, estima que para poder expresar en esta etapa un parecer definitivo sobre cada uno de los puntos propuestos en la declaración, así como para decidir el tipo de medidas que convendría adoptar, es necesario que el Consejo pueda examinar las propuestas concretas y los informes que el Director General ha prometido presentar en la 159ª reunión. En efecto, solamente cuando el Consejo haya efectuado ese examen estará en condiciones para pronunciarse sobre el plan de reforma y dar una mayor consistencia a los trabajos que realice a este respecto.

21.3 Concluye diciendo que su país coincide con la mayoría de las opiniones expresadas hasta ese momento en que es menester adoptar medidas para mejorar el funcionamiento y la imagen de la Organización, y expresa el apoyo de México al Director General para alcanzar sus objetivos, que son también los del Consejo.

(21.1) Mr SÁNCHEZ GUTIÉRREZ (Mexico) congratulated the Chairperson and the Director-General on their election, and wished them every success in their work. He said that he had found the Director-General's address extremely interesting, important and courageous in terms of the actions proposed.

(21.2) He thought that the four points in the Director-General's plan to reform the Organization's management were particularly relevant for the accomplishment of the tasks entrusted to the Director-General and the Executive Board. However, the Board would have to examine the concrete proposals and reports the Director-General had promised to submit to it at its 159th session before it could express a definitive opinion on each of the points and decide on what type of measures should be adopted. Only when the Board had undertaken such an examination would it be in a position to voice its opinion of the reform plan and put its own work in that respect on a sounder footing.

(21.3) He concluded by saying that his country agreed with most of the opinions voiced thus far regarding the need to adopt measures to enhance the functioning and image of the Organization. Finally, he expressed Mexico's support for the Director-General in his endeavour to achieve his objectives, which coincided with those of the Board.

22. Mr JALALI (Islamic Republic of Iran) said that he had appreciated the firm, clear and encouraging statement from the Director-General, a man with universal vision who could attract fresh resources and expertise. As Chairperson of the Asia and the Pacific group and representative of his country he offered full support to the Director-General for strategic reform. With regard to results-based programming, he fully endorsed the idea of setting up an oversight mechanism, without which the introduction of results-based strategies and programmes was not possible. He hoped that all countries would take an active part in the establishment of such a mechanism. UNESCO should become a highly visible and universal agent in all countries, especially the developing countries. Too much time and energy should not be spent on discussing technicalities. What was important to enable UNESCO's partners to contribute effectively was to achieve a clear definition of the Organization's goals.

23.1 Г-н СЕНЬКО (Беларусь) поздравляет Генерального директора и Председателя Исполнительного совета в связи с избранием на руководящие посты Организации, а также высказывает искренние пожелания успеха в работе вновь избранным членам Президиума, председателям комитетов и всему составу обновленного Исполнительного совета. Глубокое впечатление произвело на г-на Сенько выступление Генерального директора ЮНЕСКО, а также то, насколько широко разделяется идея необходимости проведения существенных реформ в Организации практически всеми членами Исполнительного совета. Это звучит очень обнадеживающе, поскольку при столь широком совпадении устремлений со стороны Генерального директора и Исполнительного совета это может стать залогом успеха.

23.2 Далее г-н Сенько спрашивает, как Генеральный директор видит будущее взаимодействие с Исполнительным советом, т.е. каким будет механизм консультаций, потому что в Уставе записано, что по многим важнейшим вопросам Генеральный директор консультируется с Исполнительным советом. Будут ли это в основном консультации с Председателем Исполнительного совета, будут ли они с членами Президиума, с комитетами, с отдельными членами Исполнительного совета. В том, что касается предстоящих реформ, г-н Сенько приводит английскую поговорку: "Where there is a will, there is a way".

(23.1) Mr SENKO (Belarus) congratulated the Director-General and the Chairperson of the Executive Board on their election to the leading posts in the Organization, further expressing his sincere good wishes to the newly elected members of the Bureau of the Board, to the Committee Chairpersons and to all the new Members of the Executive Board for success in their work. The Director-General's speech had made a deep impression on him, as had the fact that the need for genuine reforms in the Organization was so widely felt by practically all Members of the Executive Board. That was very reassuring since such a broad identity of purpose between the Director-General and the Executive Board augured well.

(23.2) He asked how the Director-General viewed future cooperation with the Executive Board, namely what the arrangements for consultation would be, since the Constitution required the Director-General to consult the Board on many important issues. He wondered whether they would be mainly consultations with the Chairperson of the Executive Board or with the members of the Bureau, or with the committees or with individual Members of the

Board. In conclusion, with regard to the forthcoming reforms, he quoted the English saying, "Where there is a will, there is a way".

24. Mr THOMAS (Saint Lucia) congratulated the Chairperson, the new Members of the Board and the Director-General on their election. He said that the Director-General had delivered an excellent address. It was a pleasure to hear such a strong message of hope and optimism, elaborating on the main themes of his inaugural speech, which had Saint Lucia's unreserved support. The Director-General's proposal to suspend certain recent decisions struck a warm chord with his country, whose Minister of Education had called upon the General Conference to give the Director-General the necessary freedom to address some of the Organization's perennial problems.

25.1 Г-н ЧОГОВАДЗЕ (Грузия) выражает полную поддержку Генеральному директору, в выступлении которого чувствуется свежий ветер перемен в Организации. Первый существенный вопрос для Грузии - это ЮНЕСКО и региональное сотрудничество, особенно что касается столь важного, сложного региона, как Кавказ. Речь не идет о создании каких-нибудь новых дополнительных бюро или других структур на местах, а скорее о разворачивании настоящего сотрудничества. В этом деле роль ЮНЕСКО является главной и незаменимой. Необходим комплексный подход к решению проблем таких регионов и создание атмосферы плодотворного сотрудничества.

25.2 Второй важный вопрос - кадровая политика. По мнению оратора, вторая группа весьма слабо представлена на высших руководящих должностях ЮНЕСКО, и он хотел бы располагать подробным анализом географического распределения должностей на этом уровне. Выступление Генерального директора вселяет надежду, что ЮНЕСКО стоит на правильном пути, и будет отвечать тем чаяниям, которые каждый народ, в том числе грузинский, питает в отношении Организации.

(25.1) Mr TCHOGOVDZÉ (Georgia) expressed his full support for the Director-General, in whose speech could be felt the fresh wind of change in the Organization. The first vital issue for Georgia was that of UNESCO and regional cooperation, particularly with respect to such an important and complex region as the Caucasus. It was not a question of setting up more new offices or local structures, but rather of developing genuine cooperation, an endeavour in which UNESCO had a key, and indeed irreplaceable, role to play. What was needed was a comprehensive approach to solving the problems of such regions and to bringing about a climate of fruitful cooperation.

(25.2) The second important issue was staff policy. In his view, Group II was very poorly represented in the higher echelons of the UNESCO Secretariat, and he called for a detailed analysis of the geographical distribution of posts at that level. The Director-General's statement prompted hope that UNESCO was on the right path, and would meet the expectations that every people, including the Georgian people, cherished with regard to the Organization.

26. Mr VILLARROEL (Philippines) thanked the Director-General for having given the Executive Board a clear and precise yardstick by which to measure the success of his Administration. It was now incumbent upon the Board to reciprocate by finding the most effective way of working in order to give substance to the reforms that UNESCO so badly needed. The Chairperson and the Bureau of the Board should decide upon a course of action which would reinforce that of the Director-General. He was pleased to see that the spirit of cooperation and mutual respect was being restored.

27. Ms MICKWITZ (Finland) thanked the Director-General for his statement, which answered many of the questions raised in the general policy debate of the General Conference by Finland on behalf of the European Union. The European Union Member States were preparing a position paper in which they would elaborate their views on those issues. Finland supported the reform efforts and pledged its full cooperation in that regard. UNESCO cooperated in Member States with many partners - ministries, permanent delegations, civil society and the National Commissions, whose role she particularly stressed. They had great potential as tools for decentralization; they could advise, coordinate and liaise with government bodies and civil society, and had a key role to play in planning and programming. Finally, she endorsed the remarks of the representative of Barbados concerning the overlapping of various advisory bodies and committees. One area where there was potential for rationalization was the Advisory Committee on Education for Peace, Human Rights, Democracy, International Understanding and Tolerance, which might usefully take over the work of the several juries that awarded prizes in those fields. She concluded by congratulating the new members on their election to the Board.

28. Mr SINGH (India) said that the Director-General had outlined his immediate priorities, foremost among which was organizational reform. In such exercises, when the mould had to be broken, it was important to know what the new mould would be like and also to preserve morale. He welcomed the emphasis on accountability and transparency in the Director-General's statement. In an era of shrinking budgets and as multilateralism was giving way to bilateralism, the Board and the Director-General needed to work in tandem. As an initial step, expenditure on the General Conference and the Executive Board might be reduced and the savings ploughed into education, science, culture, and also the maintenance of the Headquarters buildings.

29.1 La Sra. FEDERICI SOTO (Perú) felicita efusivamente a la Presidenta por su elección y dice que está segura de que, bajo su dirección, el Consejo trabajará intensa y eficazmente a fin de alcanzar los ambiciosos objetivos que se proponen sus miembros y el conjunto de la Organización. Añade que su país se compromete a apoyar plenamente la prosecución de esos objetivos.

29.2 Asimismo, expresa su más cálido saludo al Director General y se congratula por su visión global de las cuestiones relativas a la Organización, tal y como fue expuesta en su discurso de toma de posesión, en el que se destacaba la misión de índole filosófica y política de la UNESCO, y en su declaración ante el Consejo sobre cuestiones de estrategia y funcionamiento. Estima que el contenido de ambas intervenciones pone de manifiesto el acertado criterio con que obró la Conferencia General al elegirlo.

29.3 Con respecto al propósito del Director General de efectuar los recortes presupuestarios decididos por la Conferencia General mediante una concentración de las actividades de la UNESCO en aquellas esferas en que, por ser verdaderamente de su competencia, puede efectuar aportaciones únicas en su género, estima que constituye una excelente estrategia para cumplir los objetivos de la Organización. Apoya también los criterios de pertinencia, transparencia y coordinación, que van asociados a una mayor capacidad de administración y control.

29.4 Refiriéndose a las medidas anunciadas para restaurar el espíritu de equipo y revitalizar y revalorizar la Secretaría, considera que constituyen también sanos principios de gestión. Destaca la necesidad apremiante de aligerar las estructuras de la Organización y de su Secretaría, intensificando simultáneamente el proceso de descentralización. Asimismo, señala que la independencia de la administración pública internacional es un principio indispensable que debe formar parte de la ética personal de todos los funcionarios de la UNESCO y de los del sistema de las Naciones Unidas en su conjunto.

29.5 Finaliza diciendo que le parece muy razonable el calendario propuesto para realizar las reformas y aplicar la nueva estrategia, y expresa su apoyo incondicional a éstas, al mismo tiempo que augura toda suerte de éxitos al Director General en las tareas que se dispone a emprender.

(29.1) Ms FEDERICI SOTO (Peru) enthusiastically congratulated the Chairperson on her election and said she was certain that the Board would work closely and effectively under her guidance to attain the ambitious objectives set by its Members and the entire Organization. She added that her country would fully support the achievement of those objectives.

(29.2) She extended a warm greeting to the Director-General and commended his overall view of issues facing the Organization, as outlined in his inaugural address, in which he had underscored UNESCO's philosophical and political mission, and his address to the Board regarding strategies and functioning. In her view, both statements demonstrated that the General Conference had made the right decision in electing him.

(29.3) She was of the view that the Director-General's intention to implement the budget cuts decided by the General Conference by concentrating UNESCO's activities in areas which truly fell within its competence, and in which it could therefore make a unique contribution constituted an excellent strategy for achieving the Organization's objectives. She also supported the criteria of relevance, transparency and coordination, associated with a greater capacity for management and oversight.

(29.4) Referring to the measures announced to restore team spirit and revitalize and reshape the Secretariat, she said that such measures were also sound management principles. She underscored the pressing need to lighten the structures of the Organization and its Secretariat, while at the same time accelerating the decentralization process. The independence of the international civil service was a fundamental principle that should be part of the personal ethics of all staff at UNESCO and in the United Nations system.

(29.5) She concluded by saying that she found the proposed schedule for implementing the reforms and the new strategy very reasonable, and expressed her unconditional support for both processes, wishing the Director-General every success in the tasks that lay ahead of him.

30. Mr BLAVO (Ghana) congratulated the Chairperson of the Executive Board on her election and assured her of his delegation's full cooperation. He thanked the Director-General for his statement, with which he was in complete agreement, and said that it was an excellent analysis of the problems facing UNESCO. All Member States were aware of what needed to be done to set things right, and the Director-General now needed their support for the implementation of the reforms he had outlined. It was vital for the Member States, the Director-General and the Secretariat all to cooperate fully if UNESCO were to undergo the necessary transformation.

31.1 M. YAÏ (Bénin) se félicite du programme courageux, novateur et clair que le Directeur général vient de tracer. Celui-ci a résumé l'essentiel en affirmant qu'il fallait un véritable changement de culture à l'UNESCO et il a, en esquissant les linéaments de la crise où l'Organisation semble depuis un certain temps installée, ouvert la voie qui sans doute permettra d'en sortir. Cela ne saurait toutefois se faire sans douleur, et il s'agira pour le Conseil d'aider le Directeur général à atténuer cette douleur. Peut-être est-il encore trop tôt pour fixer la durée des étapes et le calendrier de la réforme. L'essentiel est de mettre celle-ci en chantier sans tarder et de faire en sorte que les traits distinctifs du changement de culture entrepris soient sensibles dans chacune des décisions qui seront prises à l'avenir.

31.2 Se référant à la volonté du Directeur général de revitaliser le Secrétariat en rajeunissant ses effectifs, M. Yaï fait observer qu'il importe de préserver la mémoire de l'Organisation en faisant suivre à toute nouvelle recrue un stage destiné à la familiariser avec les idéaux de l'UNESCO ainsi qu'avec les programmes et les réalisations de son secteur. Il est regrettable en effet que certains membres du personnel ignorent, comme il est fréquent de le constater, l'histoire de leur propre institution.

31.3 Peut-être le Directeur général a-t-il voulu, en consacrant l'essentiel de son discours aux questions de structures, réagir contre l'inflation des discours à intentions philosophiques en vogue à l'UNESCO. Il ne faudrait cependant pas oublier que cette dernière est avant tout un laboratoire d'idées et que toute réforme doit tendre à renforcer ce rôle. M. Yaï aimerait savoir comment le Directeur général compte aborder plus précisément cet aspect du problème car, à son avis, la crise que traverse l'UNESCO n'est pas uniquement une affaire de structures. Il faut que toute l'action engagée achemine l'Organisation vers une mise en présence des cultures, préalable indispensable à un dialogue des cultures. Dans cette perspective, le Directeur général peut être assuré du soutien du Bénin dans la mise en oeuvre des réformes proposées.

32. Mr LIJADU (Nigeria) congratulated the Chairperson and the Director-General on their election. The Director-General had come in with great style, apparently setting a new record, since the Executive Board appeared to have agreed on something without having a formal document before it in six languages! Thanking the representative of Benin for stressing the importance of institutional memory, he recalled that 12 years previously the Board had gone through a similar exercise of general appraisal of the Organization. Twelve years on, UNESCO found itself in a very sorry state, and it was necessary to ask what had gone wrong. As previous speakers had intimated, the responsibility of the Member States must not be disregarded. The Director-General had been very frank in his analysis, which had squarely addressed a number of the Member States' concerns. He urged the Executive Board to reflect very carefully on what it had heard and to react to the Director-General's proposals at its forthcoming session in a consistent, open and fully transparent manner. He was confident that hope for the future would vanquish the ghosts from the past.

33.1 La Sra. FAXAS (República Dominicana) aprovecha la oportunidad para felicitar al Director General y a la Presidenta por sus respectivos nombramientos. Dice a los miembros del Consejo Ejecutivo que para su país representa un honor compartir con ellos la responsabilidad de la enorme tarea que les incumbe realizar en una coyuntura difícil, en la que está en juego el futuro de la UNESCO y en la que es necesario mejorar la visibilidad de la Organización y demostrar su eficacia.

33.2 Estima que el Director General ha sido alentador en su discurso porque ha propuesto al Consejo que se una a él para afrontar juntos los problemas planteados, ha aludido a algo tan esencial en tiempo de crisis como los principios, y ha preconizado una filosofía de la responsabilidad y la transparencia. Añade que su país está de acuerdo en líneas generales con el conjunto de las propuestas del Director General y, por consiguiente, apoyará plenamente su labor.

33.3 Con respecto a la mejora de la imagen de la UNESCO, considera que, pese a que su función es la de servir de laboratorio de ideas en un momento en que éstas se hallan también en crisis, es menester hacer hincapié en el problema de la gestión y abordarlo con energía y responsabilidad, ya que de su solución depende la supervivencia de la Organización. Puntualiza que la prioridad concedida a la gestión no significa que se deban abandonar las tareas de reflexión y producción de ideas, porque la UNESCO debe seguir siendo el elemento de referencia fundamental en sus esferas de competencia. Agrega que tanto la renovación del personal como el compromiso contraído por el conjunto del Consejo Ejecutivo y los Estados Miembros con la Organización pueden ser factores importantes susceptibles de aportar las nuevas energías que se necesitan para llevar a cabo esas tareas.

33.4 Refiriéndose a lo dicho por otros oradores sobre la aportación de las Delegaciones Permanentes y las Comisiones Nacionales al proceso de descentralización, desea hacer hincapié en que es menester lograr que, además de los 58 miembros del Consejo, la totalidad de los 188 Estados Miembros contribuyan a ese proceso, asumiendo las responsabilidades que les incumben. Habida cuenta de la magnitud de la tarea, estima que sólo será posible realizarla con éxito si se aúnan todas las voluntades políticas en una sola. Agrega que es menester encontrar los mecanismos de relación apropiados para una estructuración adecuada de las relaciones entre los Estados Miembros, la Conferencia General, el Consejo Ejecutivo y la Secretaría, así como definir una política coherente a fin de evitar interferencias.

33.5 Manifiesta su acuerdo con el objetivo de volver a centrarse esencialmente en las áreas tradicionales de competencia de la Organización, pero a este respecto desearía que el Director General explicase de qué manera se van a articular, en el marco de esta perspectiva, los programas transversales como "Prioridad Africa", los relacionados con la mujer y los jóvenes, o el proyecto transdisciplinario "Hacia una Cultura de Paz", que tanta importancia ha cobrado en el seno de la Organización en los últimos años.

33.6 Por último, propone que se fije para el mes de febrero la fecha de la reunión de información previa a la 159ª reunión del Consejo, pide que sus miembros puedan disponer de la documentación necesaria con antelación suficiente para debatir a fondo los temas expuestos por el Director General, y sugiere que ese debate se lleve a cabo por grupos regionales que formularían sus propias propuestas, además de examinar las presentadas por el Director General.

(33.1) Ms FAXAS (Dominican Republic) took the opportunity to congratulate the Director-General and the Chairperson on their election. She told the Members of the Executive Board that it was an honour for her country to share responsibility with them for the enormous task facing them in that difficult period, in which the future of UNESCO was at stake and in which the Organization's visibility would have to be improved and its effectiveness demonstrated.

(33.2) In her view, the Director-General's address had been encouraging because he had proposed that the Board work with him to address the problems together. He had also referred to principles, which she deemed essential in moments of crisis, and advocated a philosophy based on responsibility and transparency. She added that her country was in broad agreement with the Director-General's set of proposals, and would therefore fully support his work.

(33.3) With respect to improving UNESCO's image, she said that despite the Organization's role as a laboratory for ideas at a time when ideas were also in crisis, it was necessary to focus on the problem of management, addressing it energetically and responsibly, particularly since the solution to that problem would determine the future of the Organization. Placing priority on management should not, however, mean abandoning the tasks of reflecting and coming up with new ideas, because UNESCO should continue to be the prime reference in its fields of competence. Both the revitalization of staff and the commitment made by the Executive Board and Member States vis-à-vis the Organization could be important factors in providing the fresh energy needed for the execution of those tasks.

(33.4) Referring to the statements by other speakers on the contribution of the permanent delegations and National Commissions to the decentralization process, she stressed that not only the 58 Members of the Board, but all 188 Member States should take part in that process, assuming the responsibilities that came with such a role. In her view, it would only be possible

to accomplish such a momentous task successfully by welding the political will of all countries into a single force. It was also necessary to find appropriate mechanisms to structure the relationship between the Member States, the General Conference, the Executive Board and the Secretariat and to define a coherent policy so as to avoid overlap.

(33.5) She expressed her agreement with the objective of concentrating essentially on the Organization's traditional fields of competence, but said that she would like the Director-General to explain what would happen to transverse programmes such as "Priority Africa", programmes aimed at women and youth, and the transdisciplinary project "Towards a culture of peace", which had been one of the Organization's core projects in recent years.

(33.6) Lastly, she proposed that the date for the information meeting prior to the 159th session of the Board be set in February, and requested that Members be provided with the necessary documentation in advance to discuss fully the issues raised by the Director-General. That discussion, she suggested, could be carried out by regional groups, which could make their own proposals in addition to examining those presented by the Director-General.

34. Mr OH (Republic of Korea) congratulated the Chairperson on her election and the Director-General on his appointment. He said that the Asia and the Pacific region was proud of the Director-General, who had the full support of the Republic of Korea. He expressed his appreciation of the support of Member States in re-electing the Republic of Korea to the Executive Board. He welcomed the Director-General's statement, which contained vision and new ideas, and had been most impressive on the four priority areas of reform. Unfortunately, reform was often resisted, but he was confident that under the stellar leadership of the Director-General all hindrances would be overcome.

35.1 Г-н БОРИСОВ (Российская Федерация) говорит, что выступление Генерального директора является логическим и в то же время конкретным продолжением его инаугурационной речи на Генеральной конференции. Вполне логично, что в качестве первоочередных своих шагов Генеральный директор создал три специальные группы.

35.2 Первая специальная группа будет действовать в рамках Бюро исследований, программирования и оценки по корректировке программы, и, наверное, эту группу надо рассматривать так же, как подготовку среднесрочной программы. По мнению г-на Борисова, среднесрочная программа и стратегия для государств-членов просто необходимы. В связи с этим он отмечает, что существует такое понятие, как память мира. Все государства - члены ЮНЕСКО накануне XXI века участвовали в таких знаменательных конференциях, как Всемирная конференция по науке в Будапеште, Межправительственная конференция по политике в области культуры в интересах развития в Стокгольме и Всемирная конференция по высшему образованию в Париже. Существуют также доклад Делора и доклад Переса де Куэльяра. Это большая память мира, которая должна быть фундаментом стратегии государств-членов на ближайшие годы в третьем тысячелетии.

35.3 Задача второй специальной группы, связанной с реформами и кадровыми изменениями, наиболее сложная, и в то же время ей выделено не так много времени для того, чтобы исправлять положение. Пора уже не только перевернуть пирамиду, но и поддерживать поставленную на место пирамиду в идеальном порядке. Исходя из этого, он присоединяется к мнению представителя Грузии о необходимости обеспечения в высших эшелонах Секретариата разумного и справедливого баланса всех избирательных групп, чтобы действительно соблюдался принцип универсальности. Это поможет и сотрудникам более низких категорий почувствовать этот дух творчества, динамизма и в то же время большой ответственности.

35.4 Проблема децентрализации гораздо сложнее и, наверное, труднее, чем она кажется на первый взгляд. В конечном итоге участие ЮНЕСКО в государствах-членах - это и есть децентрализация. По мнению г-на Борисова, задача заключается в том, чтобы охватить всех, с тем чтобы они действительно прониклись духом ЮНЕСКО. Он полагает, что очень большая роль в государствах-членах принадлежит непосредственно национальным комиссиям. Национальные комиссии являются действительно активными органами, которые могут придать новый дух этому сотрудничеству. В ходе неформальной встречи генеральных секретарей стран Европы и Африки они все были едины во мнении, что это послание необходимо передать новому Генеральному директору, и есть готовность провести неформальные консультации, с тем чтобы повысить заинтересованность национальных комиссий в деятельности ЮНЕСКО.

35.5 Далее выступающий отмечает, что не все еще делается для того, чтобы придать образу ЮНЕСКО должный характер. В связи с этим следует отметить, что распространение опыта и материалов дадут широкой общественности возможность шире приобщиться к тем благородным идеалам и к той деятельности, на осуществление которой сегодня нацелены усилия всех членов нашей дружной семьи вместе с Генеральным директором ЮНЕСКО.

(35.1) Mr BORISSOV (Russian Federation) said that the Director-General's statement was both logical and a practical elaboration on his inaugural speech to the General Conference. It was logical that one of the Director-General's first courses of action should be to set up three task forces.

(35.2) The first task force would work within the framework of the Bureau of Studies, Programming and Evaluation (BPE) on programme adjustment, and should probably be seen as preparatory to a medium-term programme. In his view, a medium-term programme and strategy were simply essential. In that connection, he observed that the notion of the memory of the world existed. On the eve of the twenty-first century, all UNESCO Member States had taken part in outstanding conferences, such as the World Conference on Science in Budapest, the Intergovernmental Conference on Cultural Policies for Development in Stockholm and the World Conference on Higher Education in Paris. There were also the Delors and Pérez de Cuéllar reports. That was the great memory of the world that must underlie the strategy of the Member States for the first few years of the third millennium.

(35.3) The second task force, which was concerned with reforms and staffing changes, had been given a more complex brief, and less time in which to rectify the situation. It was high time not only to invert the top-heavy staffing pyramid, but also to ensure that the pyramid that replaced it maintained its ideal shape. In that connection, he concurred with the remarks of the representative of Georgia regarding the need to ensure a reasonable and equitable balance of all electoral groups in the higher echelons of the Secretariat, and to observe the principle of universality. That would give lower-level staff members a keener sense of creativity and dynamism, and at the same time ensure a greater degree of accountability.

(35.4) The problem of decentralization was far more complex, and certainly thornier than was apparent at first sight. In the final analysis, UNESCO's participation in the Member States constituted decentralization in and of itself. The real task was to involve everyone and ensure that they were genuinely imbued with the spirit of UNESCO. In the Member States, he further believed, a very substantial role fell directly to the National Commissions, which were truly active bodies which could impart a new spirit to such cooperation. At an informal gathering of Secretaries-General of National Commissions from Europe and Africa, the feeling had been

unanimous that such was the message to be sent to the new Director-General, and that there was a readiness to hold informal consultations so as to boost the National Commissions' involvement in UNESCO's activities.

(35.5) Finally, remarking that all was not yet being done to make UNESCO's image what it should be, he said that the dissemination of experience and materials would help the broad public to identify more closely with UNESCO's noble ideals and activities, on which were being focused the efforts of all members of UNESCO's harmonious family, together with its Director-General.

36. Mr ETEFFA (Ethiopia) congratulated the Director-General on his practical, down-to-earth proposals, which were long overdue and had Ethiopia's full support. With regard to decentralization, he shared the view that Board Members had spent too much time listening to each other, and expressed the hope that decentralization might enable the voiceless to be heard. As the Director-General had said, UNESCO was not a funding agency. It also had no Security Council. It did however have the potential to bring new ideas and views to the attention of the international community. The saying that injustice anywhere was a threat to justice everywhere should be extended to the economic field by saying that abject poverty anywhere was a threat to affluence everywhere. He was pleased that the Director-General had come down from a high level of abstraction to make concrete proposals, since it was absolutely essential to move from a culture of talk to a culture of action.

٣٧،١ وصف السيد الأسود (الجمهورية العربية الليبية) عرض المدير العام لخطة عمله بأنه صريح وقوي وغني بالأفكار، واستحسن أولويات هذه الخطة بما تنطوي عليه من إصلاح وتركيز وتجديد، وأعرب عن أمله في أن يتم الالتزام بالشفافية والوضوح والتشاور في سبيل اتخاذ القرارات الصحيحة.

٣٧،٢ وبالنسبة للبرنامج والاستراتيجية، طلب السيد الأسود أيضا من المدير العام زيادة الاستماع الى الدول الأعضاء التي تحتاج الى دعم اليونسكو قائلًا إن جميع الدول - حتى المتقدمة منها - بحاجة الى مساعدة اليونسكو لمواجهة التحديات ولا سيما تحديات العولمة وأخلاقيات المعلومات. وأضاف أن اليونسكو ينبغي أن تكون منبرا للتشاور ومركزا استشاريا في مجالات اختصاصها. ورأى أن اللامركزية تتطلب زيادة دعم اللجان الوطنية التي تمثل كل شرائح المجتمع.

٣٧،٣ وذكر بالتعاون الطويل القائم بين بلده واليونسكو على المستويات الوطني والإقليمي والدولي، مؤكدا من جديد على ضرورة مشاوره الدول الأعضاء وقال إن المدير العام ليس وحده مسؤولا أمام المؤتمر العام بل إن جميع أعضاء المجلس التنفيذي مسؤولون معه عن اتخاذ القرارات لكي تنهض اليونسكو بمسؤولياتها. وفي الختام أبدى أمله في أن يتسع صدر المدير العام للاستماع لآراء المجلس وحتى لآراء من هم خارج المجلس من الوفود الدائمة أو اللجان الوطنية أو المجالس العلمية التي تتعاون مع اليونسكو.

(37.1) Mr ALASWAD (Libyan Arab Jamahiriya) said that the Director-General's presentation of his plan of work was frank, strong and rich in ideas. He endorsed the priorities of the plan, which were focused on reform, concentration and innovation, and expressed the hope that transparency, clarity and consultation would enable the correct decisions to be taken.

(37.2) With regard to the programme and strategy, he also requested the Director-General to listen more closely to Member States which needed support from UNESCO, and said that all

countries - even the developed countries - needed UNESCO's assistance in order to cope with various challenges, especially the challenges of globalization and infoethics. He added that UNESCO must be a forum for discussion and a centre for consultation in its fields of competence. Finally, he urged that decentralization should ensure the provision of greater support to the National Commissions, which represented all sections of society.

(37.3) He recalled the long-standing cooperation between his country and UNESCO at the national, regional and international levels, and reiterated the need for consultation of Member States. The Director-General was not solely responsible to the General Conference; rather, all the Members of the Executive Board shared responsibility with him for decision-making which would enable UNESCO to shoulder its responsibilities. In conclusion, he expressed the hope that the Director-General would pay close attention not only to the views of the Board, but also to the views of non-Members of the Board, for instance those of the permanent delegations, National Commissions and scientific bodies that cooperated with UNESCO.

38.1 El Sr. EZQUERRA (España) se congratula por la alocución del Director General, que añade precisiones a lo que ya había dicho en su discurso de toma de posesión. Al igual que todos los oradores anteriores, declara que su país respalda tanto el plan de reformas propuesto por el Director General como el ritmo previsto para su aplicación. A continuación destaca que, además de las cuestiones relacionadas con los problemas de gestión y las reformas en la Organización, en ese plan se ha mencionado la necesidad de concentrar los programas para orientarlos hacia aquellas áreas en las que la UNESCO puede aportar algo positivo e innovador. Agrega que España y los países de la Unión Europea tienen un gran interés por esta cuestión, tal y como ya había señalado la representante de Finlandia, y por eso tienen previsto presentar un proyecto concreto sobre la concentración de las actividades de la Organización.

38.2 Prosigue diciendo que es menester efectivamente pasar de las palabras a los hechos, pero sin olvidar que la acción de la UNESCO consiste muchas veces en pronunciar las palabras susceptibles de catalizar el interés de las sociedades de los Estados Miembros, que cuentan con el instrumento fundamental de sus Comisiones Nacionales para lograr que esas palabras tengan eco. Comparte la visión optimista del representante de Italia y está de acuerdo con él en que es menester abrir las ventanas de la UNESCO al exterior y al futuro, dentro de la línea trazada por el Director General en su discurso de toma de posesión cuando señaló que la UNESCO no debía convertirse en un club elitista de intelectuales. Finaliza su intervención deseando al Director General mucho éxito en el desempeño de sus funciones.

(38.1) Mr EZQUERRA (Spain), commended the Director-General's statement, which had further clarified a number of issues raised in his inaugural address. Like all previous speakers, he said that his country supported the reform plan proposed by the Director-General and the timetable set for its implementation. In addition to issues relating to management problems and reforms in the Organization, the plan had indicated the need to concentrate programmes on those areas where UNESCO could make a positive, innovative contribution. Spain and the European Union countries were very interested in that proposal, as the representative of Finland had indicated, and therefore intended to submit a concrete project on concentration of the Organization's activities.

(38.2) In his view, it was essential to move effectively from words to deeds, bearing in mind that UNESCO's action often lay in voicing the words that might spark the interest of the public in Member States, which had the indispensable tool of the National Commissions to ensure

that those words produced a response. He shared the optimistic vision of the representative of Italy and agreed with him that it was time to open up UNESCO to the outside world and look to the future, along the lines charted by the Director-General in his inaugural address, in which he had indicated that UNESCO should not become an elitist club for intellectuals. He concluded by wishing the Director-General every success in the performance of his duties.

39. Mr PEEK (Australia) congratulated the Chairperson on her election and said that Australia looked forward to cooperating with her in the two years of its term on the Executive Board. He congratulated the Director-General on his impressive statement, and commended his initial actions in office, such as the widely appreciated meeting with the heads of regional offices. Australia fully endorsed the strategies outlined by the Director-General. While they might be difficult to implement, the Director-General could count on his country's strong support in taking tough decisions. He stressed the need to move forward rapidly, after due thought and consultation. He concurred with the representative of the United Kingdom that it would be desirable to complete significant restructuring of the Secretariat before the autumn session. As in the Netherlands, the Organization also had image problems in Australia, and he cautioned that UNESCO's image could only be enhanced by effecting concrete improvements. The image capital accumulated from past achievements had been heavily depleted. He therefore called for a sharp focus on UNESCO's areas of expertise and the ways in which the Organization could most effectively ensure added value.

40.1 The DIRECTOR-GENERAL said that he was pleased with the wide convergence of views on the basic direction of the reforms he was proposing. He expressed his wholehearted thanks to those who had presented their views. As the representative of France had said, it was a question of joint responsibility - UNESCO was, after all, its Member States. He reassured the Board Members that the text of his speech would be translated and made available in all six languages in due course. He had been extremely busy in the previous week, and had the impression of having been plunged straight into the fray.

40.2 He had noted a total of 31 points raised, and proposed to respond immediately to certain key ones. On the whole, he was cautiously optimistic and encouraged by the positive comments. He hoped that by the next time he met with the Board he would be more unreservedly optimistic. It must be recalled that while sound management was merely a starting point, and not a goal in itself, it would be crucial in order to achieve programme concentration and a high profile, which was why he was asking the Board's indulgence in continuing the present meeting quite late.

40.3 In response to the question posed by the representative of the United Kingdom, he said that the \$11.8 million in excess staff costs did not include the approximately \$1.3 million needed to implement the transition from six to seven grades for General Service staff. Regarding future appointments at the Assistant Director-General and Deputy Director-General levels, those posts would be advertised internationally, since the Organization needed to get the best possible brains from all over the world. Some Members had stressed the constitutional desideratum of equitable geographical distribution, and he shared the view that it was particularly important at the top of the structure.

40.4 He shared the concerns expressed by the representatives of Barbados and Finland regarding the proliferation of advisory bodies. He intended to proceed swiftly with reform of the Secretariat, but cautioned that he would need a certain amount of time in which to do so, particularly in the case of entities formally established by the governing bodies. He reassured the representative of Barbados that the audit of the Participation Programme would include emergency assistance.

40.5 The National Commissions had a particularly important role to play in decentralization. Their role could not be isolated from that of the UNESCO regional and national offices, and he agreed that the respective functioning of those different entities should be examined together. He further agreed that it was vital to secure more extrabudgetary resources and voluntary contributions, including from the private sector.

40.6 With regard to future interaction between the Director-General and the Executive Board, in particular its Chairperson and Bureau, he said that he would welcome more intersessional contact, especially with the regional groups, from which he had already received invitations. Finally, he said that he would like to hold another meeting with all Member States, many of which had not heard his statement to the Board; he therefore hoped that he would soon be able to address an informal gathering of permanent delegations.

Item 7 - GENERAL MATTERS

Item 7.1 - PROPOSED DATES OF THE 159th SESSION OF THE EXECUTIVE BOARD AND OF THE MEETINGS OF ITS SUBSIDIARY BODIES, AND TENTATIVE TIMETABLE FOR SUBSEQUENT SESSIONS IN 2000-2001 (158 EX/INF.1 (prov.); 158 EX/INF.4) (continued)

41. Mr STANTON (United Kingdom) said that in addition to the dates of the next session, the Board also needed to discuss questions relating to the organization of its business, such as the need for information meetings, which he reminded the Board were open to all Member States. His country would not be adverse to having two such one-day meetings, perhaps in January and March, in order to keep up to date and help prepare for the Board's 159th session in May 2000. He was concerned that the Board might be perceived to be insufficiently inclusive, and therefore proposed that Board documents should be sent to all permanent delegations, and that non-Members of the Board should be encouraged to participate in Board meetings at which items of particular concern to them would be discussed. It had already been decided that there would be no general policy debate at the next Board session, but that there might be a thematic debate. He hoped that ways could be found of preventing plenary discussions from degenerating into a lengthy general policy debate - the Board should not become a smaller version of the General Conference. In the same spirit, he suggested that it might be useful to dispense with obituaries and formal ceremonies.

The meeting rose at 2.05 p.m.

ANNEXE

**ALLOCUTION DU DIRECTEUR GENERAL
A LA 158^e SESSION DU CONSEIL EXECUTIF**

[Le Directeur général commence son allocution en français]

Madame la Présidente,
Mesdames et Messieurs les membres du Conseil exécutif,
Mesdames et Messieurs,

C'est en même temps une profonde émotion, une grande fierté et un sentiment d'humilité qui m'animent aujourd'hui, à l'ouverture de cette 158^e session du Conseil exécutif, qui est aussi notre première rencontre au début du mandat que les Etats membres ont bien voulu me confier. Nous allons parcourir ensemble un long chemin sous la présidence dynamique et souriante de Mme Sonia Mendieta de Badaroux. Animés par le même désir de rendre notre Organisation plus efficace, plus dynamique et plus harmonieuse, nous trouverons, j'en suis sûr, le moyen d'établir une relation fructueuse de coopération basée sur la confiance et le respect mutuels.

Il est de tradition, lors de la première session du Conseil exécutif suivant la Conférence générale, que le Directeur général salue la présence des membres nouvellement élus. Etant nouveau moi-même, je voudrais d'abord saluer Mme la Présidente, Mmes et MM. les Vice-Présidents ainsi que tous les membres, anciens et nouveaux, et rendre hommage à tous les représentants des Etats membres et membres du Conseil exécutif qui, dans un passé récent ou lointain, ont contribué à forger l'âme de cet organe constitutionnel essentiel.

Madame la Présidente,

Au cours de ces dernières années, et grâce aux efforts des Etats membres et de mon prédécesseur, l'UNESCO a réussi à accroître son autorité morale et éthique et son rôle de référence mondiale dans nombre de domaines. Notre Organisation doit à présent consolider les acquis, les renforcer là où c'est nécessaire. Elle doit surtout s'attacher à ce que les nouvelles orientations qui se sont dessinées au cours de ces dernières années s'inscrivent désormais dans la réalité et l'action quotidienne de chacun de ses Etats membres. Le message délivré par la Conférence générale est clair : il est temps de passer des paroles aux actes. C'est la tâche à laquelle j'entends m'atteler, dans le cadre des résolutions adoptées par la Conférence générale et en bénéficiant de vos conseils. Pour ce faire, il est urgent d'œuvrer sur deux fronts complémentaires : d'une part, concentrer l'action sur les programmes prioritaires - ceux où l'Organisation peut vraiment "faire une différence" ; d'autre part, accroître le dynamisme, l'efficacité et la transparence de son fonctionnement. Telles sont les conditions d'un impact effectif et d'une visibilité forte.

J'entamerai le premier chantier, encore modestement, en vous présentant lors de votre prochaine session de printemps (159^e) des propositions d'ajustements à apporter au Programme et budget pour 2000-2001. La Conférence générale, sur proposition du Conseil exécutif, m'a demandé d'identifier des économies de l'ordre de 10 millions de dollars en vue de renforcer certains domaines prioritaires. C'est là, je l'ai bien compris, un minimum. L'objectif n'est pas de "faire des économies" pour elles-mêmes, pour satisfaire à la mode de l'austérité, mais de réexaminer nos programmes, pour les concentrer, nos

modalités d'action, pour sélectionner les plus efficaces, et la structure de nos effectifs, pour la rendre à la fois plus dynamique et plus équilibrée. Les propositions d'ajustement au 30 C/5 n'auront sans doute pas encore toute l'audace que je souhaiterais, car les réformes drastiques ne se font pas en six mois. Elles indiqueront la direction, et j'espère que vous estimerez que c'est la bonne direction.

La préparation de la Stratégie à moyen terme et du Projet de programme et de budget pour 2002-2003, dont les premières esquisses vous seront présentées à votre 160e session (octobre 2000), sera l'occasion d'explorer des hypothèses beaucoup plus radicales pour le remaniement de nos programmes. Les critères de base qui me guideront dans l'exercice difficile de concentration - difficile, en raison de l'ampleur du mandat de l'UNESCO et de la diversité des attentes que chacun place en elle -, ces critères sont clairs et sans ambiguïté : concentrer les actions sur les domaines où l'UNESCO peut apporter quelque chose d'unique, soit parce qu'elle seule peut y exercer un rôle déterminant, soit parce qu'elle a une "valeur ajoutée" bien spécifique à apporter à l'action d'autres partenaires. Ces critères sont bien sûr plus faciles à énoncer en termes généraux qu'à définir précisément et surtout à appliquer. Je sais que c'est une tâche que s'est fixée l'Equipe spéciale du Conseil exécutif sur l'UNESCO au XXIe siècle. Je puis vous assurer que le Secrétariat apportera tout son concours à l'Equipe spéciale, par l'intermédiaire du Directeur exécutif de mon Cabinet, Mme Rivière. Je puis vous assurer également que les processus de consultation, tant externes qu'internes, qui précèdent normalement la préparation des documents C/4 et C/5 seront menés en étroite concertation avec les membres de l'Equipe spéciale.

Quant au second chantier des réformes - celui de la gestion - j'entends m'y attaquer résolument, et sans perdre de temps : il faudra améliorer l'efficacité et la transparence de l'Organisation, réhabiliter la responsabilité personnelle et collective, susciter l'esprit d'équipe et le climat de confiance sans lesquels aucune stratégie, aucun programme, aussi pertinents et concentrés soient-ils, n'ont de chances de réussir ; mais également renforcer la coordination et la coopération entre les trois organes statutaires de l'Organisation : le Secrétariat, le Conseil exécutif et la Conférence générale - un point que j'ai déjà souligné ; et assurer tout à la fois une claire distribution des tâches et une réelle complémentarité avec les autres institutions internationales, au sein du système des Nations Unies et à l'extérieur.

Les aspects à évaluer et réformer sont nombreux. Il s'agira d'adapter la structure du Secrétariat, le profil et la gestion de son personnel au mandat et au programme de l'Organisation, en y introduisant à la fois dynamisme et flexibilité. L'exercice ne sera pas populaire, ni au sein du Secrétariat, ni dans les Etats membres et leurs délégations permanentes..., toujours soucieux de réformes aussi longtemps qu'elles ne touchent pas de près leurs concitoyens. Je suis pour ma part profondément attaché à l'indépendance de la fonction publique internationale, conformément à l'engagement que j'ai pris en prêtant serment devant la Conférence générale. J'attends de tous, Secrétariat et Etats membres, qu'ils respectent eux aussi cet engagement.

Car nous devons nous rendre à l'évidence : si nous voulons véritablement revitaliser notre Organisation, renouveler ses compétences, réduire son personnel d'encadrement, cela nécessitera à terme des sacrifices ; et sans la solidarité du Conseil exécutif et des Etats membres dans leur ensemble - solidarité politique, morale et même financière - cette ambition, que nous partageons, d'optimiser les ressources de notre Organisation, cette ambition restera lettre morte.

Si je tiens ce langage devant vous, ce n'est pas pour excuser d'avance un échec possible. Non, ce langage de vérité est un gage de la confiance que je place dans le Conseil, dont j'attends beaucoup et à qui je suis également prêt à donner beaucoup. J'attends avis éclairés, fruits d'une longue connaissance de l'UNESCO, opinions novatrices, susceptibles de provoquer et de soutenir un véritable changement de culture dans notre Organisation ; j'attends soutien et critiques - car il y en aura ! - mais, surtout, solidarité dans cette ambition de réforme que nous avons en commun. Pour ma part, je serai

constamment à votre écoute, lors de vos sessions ordinaires, comme lors de nos rencontres individuelles.

Madame la Présidente,

Parmi les réformes de gestion qui sont indispensables, je retiendrai quatre axes prioritaires :

Le premier, le plus important sans doute, est la revitalisation du Secrétariat : le personnel de l'Organisation, je l'ai dit, est son atout le plus précieux. Je souhaiterais lui donner un nouveau souffle. Le nombre important de départs en retraite programmés pour les années à venir constitue une occasion propice à cet égard. Il faut du sang nouveau à tous les échelons de la hiérarchie, un personnel plus jeune avec une culture d'organisation plus moderne, et aussi l'apport d'une expertise qui fait défaut dans plusieurs domaines nouveaux (tels que les enjeux socioculturels de la mondialisation ou encore l'éthique des sciences) où l'UNESCO est appelée à exercer un rôle de leadership.

Revitaliser le Secrétariat, ça sera aussi remodeler la pyramide des grades. L'UNESCO est aujourd'hui l'une des organisations du système des Nations Unies dont la "superstructure" est la plus lourde, avec ses quelque 180 directeurs qui ne se voient pas tous confier les responsabilités d'orientation, de gestion et de contrôle qui sont normalement liées à la fonction de direction.

Revitaliser le Secrétariat, ce sera enfin mettre en place des systèmes et des mécanismes qui permettent d'actualiser sans cesse le profil des compétences et de les adapter aux évolutions du programme et des connaissances. Il s'agira par exemple de développer les possibilités de formation permanente ou encore d'accroître le recours à des expertises de courte durée (3 ou 4 ans).

(The Director-General continued in English)

Madam Chairperson,
Ladies and Gentlemen,

My second priority will seek to restore the spirit and the practice of responsibility within the Secretariat. Each level of the hierarchy should be given the means fully to exercise its responsibilities. This is particularly true as concerns the Assistant Directors-General of the programme sectors, who are the pillars of this Organization. I intend to endow these Programme Assistant Directors-General with full and total authority over their sector. I also expect them to form around me a collegial, cohesive management team inspired by a genuine spirit of intersectoral collaboration.

We therefore have to dispense with parallel hierarchies of whatever type of "special advisers". In this spirit, I have begun to deal with "senior special advisers", whom I requested immediately to cease all their duties within the Organization. Each Assistant Director-General should have at his or her fingertips the "governance" capability which UNESCO is seeking to promote within societies - that participatory governance which enables one and all, in consonance with their grade and responsibilities, to participate in decision-making and make their contribution to the implementation of those decisions. In this participatory governance, I naturally include dialogue with General Service staff, whose competence and dedication have been acknowledged by all.

The corollary to this policy of enhanced responsibility is called "accountability", and is intimately linked to the transparency of information and to reporting requirements. The setting up of the new integrated planning, budgeting and monitoring system will make it possible to institutionalize this notion of accountability and I fully intend to do everything to ensure the success of this system's introduction as from the first year of my term of office.

Another reform of the same ilk will be the establishment of an oversight mechanism - an independent one which will be directly under my direct supervision, pooling the current evaluation, inspectorate and audit services. I intend to request Member States which have the required expertise at their disposal to help me to devise and set up this mechanism.

The third part of my programme seeks to simplify and rationalize the Secretariat structure. Many speakers underlined this issue in their interventions during the General Conference. The present structure is far too fragmented, with a profusion of coordination units and ad hoc units, and involves many overlapping lines of authority. Naturally, the structural changes will have to be brought in at the same time as the new lines of thrust of the programme. Nevertheless, over the coming months, I shall be taking a number of measures designed to pool scattered units and clarify lines of authority. As of now, and following the voluntary departure of Mr Janicot, I have transferred the various units that came under the DRG structure back to the relevant programme sectors. I have done the same in regard to various units hitherto attached to the Director-General. This is a first step, albeit a small one, towards an organizational chart that is more balanced.

It has to be understood that rooting all programmes deeply in sectoral structures in no way diminishes the imperative of interdisciplinarity. While this should certainly stem from within the sectors, the best way to put interdisciplinarity into practice still has to be defined, and this will be one of the major challenges for the years to come.

The fourth line of emphasis of my programme aims to restore respect for rules and procedures. UNESCO is equipped with a set of procedures that can be most effective if applied. Doubtless, some need to be modernized or simplified. Yet it is important that it should not be left to the personal initiative of each staff member to interpret and adapt them!

The aim is to ensure complete transparency in staff recruitment and transfer procedures, in budget management - whatever the source of funds may be - and in the information supplied to the governing bodies. It is from this standpoint that, in agreement with the Organization's External Auditor, an audit of the internal functioning of the Participation Programme will be conducted as soon and as swiftly as possible, so as to increase the effectiveness of a tool to which a large number of Member States attach the greatest importance.

Madam Chairperson,

There is a third dimension to the reform, which supplements the issues of programme and management. I refer to decentralization. Decentralization has taken up a lot of time in the debates of the governing bodies over recent years. The General Conference has taken decisions in the matter, and I shall abide by them.

However, beyond the question of whether field units should be opened, or closed, it seems that we need to arrive at a clear understanding, and an understanding that is agreed to by all, on the tasks to be carried out by Headquarters and from Headquarters and those to be implemented in the field - whether by field units or other bodies such as National Commissions.

Once this has been clarified, it will undoubtedly be easier to determine the ideal design for our field presence, seen as a network of resources and expertise covering all the Organization's fields of competence.

For my part, I am a fervent believer in the decentralization of the Organization's activities. In order to be dynamic and visible, UNESCO needs to be present in Member States, through its action and not necessarily through one or another predetermined type of structure. The key word in the case in point is without doubt flexibility: there can be no single model for all regions and all situations. The design should be adapted to the circumstances, to needs and to possibilities. The task before us is one of a rationalization of the structures of decentralization; this will have to be done pragmatically, and with a constant dialogue with all parties involved, Member States first.

Madam Chairperson,

In order to identify the means and phases of the reforms to be implemented, I have decided to set up **three task forces** within the Secretariat on the most urgent issues to be addressed:

1. adjustments to be made to document 30 C/5, and in the longer term, the redefinition of the Organization's strategy and programme priorities; this group will be placed under the responsibility of BPE;
2. staff matters and Headquarters Secretariat structure will be under the responsibility of Mr Henrikas Yushkiavitshus, ADG/CII, whom I have requested to remain with us a while longer to assist us in this task;
3. questions pertaining to decentralization, responsibility for which I have entrusted to Mr Stephen Hill, Director of the Jakarta Office.

The Task Force on the Secretariat's structure and staffing, namely the Task Force of Mr Yushkiavitshus, will, *inter alia*, assess the current structure and staffing of the Secretariat as compared with that foreseen in the Programme and Budget for 2000-2001 (30 C/5).

In this connection it is estimated that an amount of \$7.4 million, mainly due to reclassifications and promotions granted after the finalization of the draft 30 C/5 document, in March 1999, is not included in the staff costs ceiling approved by the General Conference.

In addition, recent decisions taken in October and in early November foresee the creation of 27 new posts (mainly Junior Professional posts) together with the appointment of specific incumbents to such posts for an estimated cost of \$4.4 million.

This means that an additional amount of \$11.8 million will have to be "absorbed" within the budget ceiling for staff costs as originally foreseen in document 30 C/5.

The situation seems rather serious, to such a point that I am wondering whether I should not suspend - temporarily - the application of the most recent decisions, for instance the decisions taken in October or in November, in order to assess their financial implications on the present biennium as well as on the next one.

The decision made by the General Conference in relation to the implementation of six to seven grades in the General Service category will of course have to be implemented. It entails additional costs that will have to be financed within the same budget ceiling.

Finally, it should be added that the number of budgeted vacant posts or posts to fall vacant during the next biennium is very limited. The margin for meeting the lapse factor as well as operating staff readjustments is therefore very small.

Madam Chairperson,

I intend to present my reform plan to the Executive Board in two stages:

the first will be at the 159th session, in May 2000, when I shall present:

- consolidated proposals for adjustments of document 30 C/5, combined with a plan to control staff costs and restore balance to the post structure;
- the principles concerning a new staff policy;
- and outline plans for a decentralization policy;

the second will be at the 160th session, in October 2000, when I shall be presenting concrete action plans on staff, Secretariat structure and decentralization, drawn up with due consideration to the comments and suggestions given by you in the Spring session. This latter session will also concentrate heavily on programme matters, since I shall have the honour to present to you my preliminary proposals for the next Medium-Term Strategy and document 31 C/5.

Madam Chairperson,
Ladies and Gentlemen,

I have intentionally focused most of my intervention on the reform of our Organization in terms of management. Following the approval of the biennial programme and budget - to which certain adjustments will have to be made - this is really the most urgent task. The reform of the programme will acquire full significance when it comes to preparing the next strategy - a task which will begin in a few months' time. I shall therefore be coming back to my vision on this subject later.

This is our first meeting. There will be many others, which will enable us to get to know each other and, together, and in harmony, build the UNESCO of the next millennium. I shall spare no effort to that end.

FOURTH MEETING

Friday, 19 November 1999, at 4.10 p.m.

Chairperson: Ms Mendieta de Badaroux

INTERVENTION DU DIRECTEUR GENERAL (suite)

1.1 M. KLINGLER (Allemagne) se félicite à son tour des propos que le Directeur général a tenus lors de la séance précédente. L'Allemagne a toujours attaché la plus grande importance aux questions de réformes et se réjouit qu'une grande partie des mesures que le Directeur général entend prendre aillent dans cette direction. Les propositions du Groupe européen à ce sujet seront précisées dans le document qui a été annoncé par le représentant de la Finlande.

1.2 Le discours du Directeur général a été, comme l'a signalé le représentant de la France, un discours de vérité, qui, pour la première fois, décrit la situation au sein de l'UNESCO telle qu'elle est. C'est très encourageant. Le Directeur général a parlé de "revitaliser" le Secrétariat. Celui-ci a en effet besoin de sang nouveau, et il faut que les responsabilités y soient précisées pour éviter tout double emploi. La décision prise quant aux conseillers et conseillers spéciaux constitue en tout cas un premier pas très courageux, que l'Allemagne applaudit sans réserve.

1.3 En ce qui concerne la participation des pays non membres du Conseil aux travaux de cet organe, il semble que la majorité des membres, dont l'Allemagne, y voient une demande parfaitement justifiée. Il faut cependant veiller à ne pas diluer les responsabilités des organes directeurs. Certains pays ont d'ailleurs objecté que le Conseil comptait déjà bien assez de membres. L'ouverture de ses sessions aux non-membres ne doit pas aboutir à une situation où l'on aurait un Conseil de première classe et un Conseil de seconde classe. Le Directeur général a proposé qu'entre les sessions du Conseil des réunions de dialogue soient organisées avec les Etats non membres. C'est là une excellente idée. Il ne faut toutefois pas aller au-delà si l'on ne veut pas, en quelque sorte, saper les fondements de l'Acte constitutif.

٢,١ بدأ السيد حسن (عمان) حديثه بتهنئة رئيسة المجلس التنفيذي على انتخابها وبالإشادة بما تتحلى به من حسن الخصال والكفاءة. ثم قال إنه يتفق مع المدير العام على ضرورة توضيح رؤية اليونسكو ومكانتها في العالم من خلال الاضطلاع الفعال بالمسؤوليات وإعادة الروح الإبداعية للمنظمة في المبادئ وفي الممارسة. ورأى أنه لا ينبغي نكران الإنجازات التي سبق أن حققتها المنظمة تحت قيادة المديرين السابقين بل يجب تحقيق الاستمرارية على درب الإنجاز والإصلاح والفائدة العامة.

٢,٢ وأثار موضوع التوزيع الجغرافي العادل، فطلب من المدير العام تعزيز عدالة التوزيع عن طريق عدم الخضوع للضغوط التي تمارسها الدول الممثلة فوق الحدود، وإعطاء الفرصة للدول التي ليست ممثلة على الرغم مما لديها من كفاءات. وضرب مثلا ببلده عمان الذي قدم عدة ترشيحات لأشخاص ذوي كفاءة عالية ولكنها لم تراعى بحجة عدم وجود شواغر، فرجا من المدير العام مراعاة ذلك ورفض كل الضغوط.

(2.1) M. HASSAN (Oman) félicite la Présidente du Conseil exécutif de son élection et loue ses qualités et sa compétence. Il se dit d'accord avec le Directeur général quant à la nécessité de clarifier la vision de l'UNESCO et sa place dans le monde, en faisant en sorte qu'elle s'acquitte efficacement de ses responsabilités et qu'elle retrouve la créativité dans sa démarche conceptuelle comme dans la pratique. Il estime qu'on ne saurait nier les réalisations accomplies par l'Organisation sous les deux directeurs généraux précédents mais qu'il faut assurer la continuité en suivant la voie de la réforme et de l'intérêt général.

(2.2) Evoquant la question de la répartition géographique équitable, M. Hassan demande au Directeur général de renforcer l'équité de la répartition en ne cédant pas aux pressions exercées par les États surreprésentés et d'ouvrir des perspectives aux pays qui ne sont pas représentés bien qu'ils disposent de compétences. Il cite l'exemple de son pays, Oman, qui a présenté plusieurs candidatures de personnes très qualifiées qui n'ont pas été retenues au motif qu'il n'y avait pas de poste vacant. Il souhaite donc que le Directeur général s'occupe de cette question et résiste à toutes les pressions.

3.1 Mme BENNANI (Maroc) admire le sens didactique avec lequel le Directeur général, dans les trois discours qu'il a prononcés jusque-là, est passé de l'exposé de la philosophie générale aux annonces pratiques. Le Maroc, qui a lui-même entrepris un vigoureux processus de réforme, ne peut que souscrire au programme de réformes administratives proposé par le Directeur général. Il y aura certes des mécontentements mais, comme le dit le proverbe, "on ne peut faire d'omelette sans casser des oeufs". Ce qui compte, c'est d'offrir une perspective à long terme et, à cette époque charnière de la vie de l'UNESCO, il est important de prendre des mesures telles que celles annoncées dans les domaines de l'administration et de la gestion.

3.2 En ce qui concerne les programmes prioritaires, le Maroc attend avec impatience que le Directeur général expose ses intentions. Il est à espérer que ce point suscitera la même unanimité qu'à la séance précédente la question de la concentration car il suppose de faire des choix qui ne seront pas nécessairement faciles. La décentralisation, dont il a été souvent question dans les débats de la Conférence générale, est un autre point sur lequel les déclarations du Directeur général sont attendues avec impatience.

3.3 Le Directeur général n'ayant pas abordé dans son allocution la question de l'image de l'UNESCO, Mme Bennani souhaiterait savoir s'il a déjà un programme dans ce domaine. Certes, les réformes contribueront à améliorer cette image. Cependant, la communication acquiert de plus en plus d'importance dans le monde et l'UNESCO dispose, dans ce domaine, de possibilités qui lui sont propres et qu'il s'agit d'exploiter. En tout état de cause, le Maroc souscrit pleinement au programme d'ores et déjà annoncé par le Directeur général et entend l'appuyer.

4.1 M. CISSE (Guinée) relève que le Directeur général se propose de consolider les acquis de l'UNESCO et de renforcer son action là où c'est nécessaire. Ces propos sont très rassurants, car la transition en cours doit effectivement tenir compte de ce qui existe et viser un changement qualitatif. Il y aura donc changement dans la continuité, ce dont la Guinée se félicite.

4.2 Le Directeur général a insisté sur la notion de responsabilité ; responsabiliser les uns et les autres, c'est nécessairement créer un climat de confiance pour que la productivité du travail puisse s'accroître. Il y a là une bonne mesure, et la Guinée compte sur le doigté diplomatique du Directeur général pour responsabiliser les sous-directeurs et, par ricochet, éliminer les structures parallèles.

4.3 A propos du budget, la Guinée est convaincue, comme l'Italie, qu'il faut s'appuyer non seulement sur les ressources ordinaires mais aussi sur les ressources extrabudgétaires. Il est vrai que le budget de l'UNESCO est dérisoire, en particulier comparé au prix de certains armements. Cependant, à l'époque où l'UNESCO est née, au lendemain de la seconde guerre mondiale et de ses ravages, alors que, pour paraphraser certains intellectuels, la civilisation s'apercevait qu'elle était mortelle, on pouvait penser que sa création même répondait à des visées utopiques. Or les utopies d'après-guerre sont devenues, dans une certaine mesure, les réalités d'aujourd'hui. Il faut donc avoir confiance dans l'institution pour que les utopies d'aujourd'hui puissent devenir les réalités de demain. Au-delà des chiffres, il faut conserver une vision globale des choses. Si certaines actions de l'UNESCO sont effectivement non mesurables, d'autres, en revanche, le sont. Il s'agit de tenir compte des deux.

4.4 L'UNESCO a un double mandat. En premier lieu, elle promeut des idées qui, à condition d'être précises, peuvent jouer un grand rôle dans le domaine de la solidarité intellectuelle et morale. Le deuxième volet de son mandat est celui de l'action ; celle-ci doit être, elle aussi, précise et concrète. On constate certes un certain divorce entre la superstructure - les idées - et l'infrastructure - l'action concrète -, et c'est à juste titre que l'UNESCO risque d'encourir le reproche de laisser la culture de la parole l'emporter sur la culture de l'action. Il faut donc remettre sur un même niveau les deux volets, sans pour autant compromettre l'existence du volet "idées". Comme l'a rappelé le représentant du Bénin, l'UNESCO est un laboratoire d'idées, et il faut qu'elle le reste et même qu'elle affirme cette fonction.

4.5 La Guinée approuve l'ensemble du programme exposé par le Directeur général, confiante que les prochaines sessions feront apparaître plus clairement tout ce qu'il signifie pour l'UNESCO. Compte tenu du vaste projet de restructuration qui est proposé, il est bon que le Directeur général s'attache à renforcer le climat de confiance, de responsabilité et de sérénité, par exemple en ce qui concerne la politique du personnel. En effet, il ne faut pas que les uns ou les autres sentent qu'une épée de Damoclès est suspendue au-dessus de leur tête, ce qui ne peut que les déstabiliser. La productivité ne peut s'améliorer que si chacun se sent dans une situation d'équilibre, condition de sa motivation. Là encore, la Guinée compte sur le doigté diplomatique du Directeur général.

4.6 Les responsables chargés de coordonner l'action de l'UNESCO dans les régions, notamment en Afrique, doivent être maintenus en place. Ils peuvent servir de courroie de transmission entre le Directeur général et les délégations permanentes ou tout autre interlocuteur dans les Etats membres. Les pays en développement comptent beaucoup sur le Japon, un pays dont l'aide publique au développement figure parmi les plus élevées. Ils sont sensibles à l'action que le Japon mène en leur faveur à l'UNESCO comme au sein d'autres instances comme le G-7. En conclusion, M. Cisse note que la période de transition que traverse actuellement l'UNESCO se présente sous des auspices rassurants étant donné la somme d'atouts que représente le Directeur général.

5. The DIRECTOR-GENERAL said that he was encouraged by the positive comments he had heard thus far. In response to concerns about UNESCO's image raised by various Members of the Board, he too had been reflecting on that matter and would do his utmost to improve the Organization's image, not only in Europe, but also in other parts of the world. In that connection, he wished to stress the need for co-responsibility, meaning that he was counting on the close collaboration of all Member States to improve UNESCO's image in their own country. For example, he hoped that the Netherlands Government would do everything possible to improve the Organization's image in the Dutch press. It was often said that good news was no news, but that bad news was news. It was nevertheless true that the public formed its perceptions by reading newspaper reports. It was therefore important that UNESCO should provide the press not only with speeches but also with reports of concrete actions, as

an antidote to misleading reports that had already been published. He hoped that the Task Force on UNESCO in the Twenty-first Century would also address the question of the Organization's image and make specific recommendations on actions to be taken in that regard.

Item 7.1 - PROPOSED DATES OF THE 159th SESSION OF THE EXECUTIVE BOARD AND OF THE MEETINGS OF ITS SUBSIDIARY BODIES, AND TENTATIVE TIMETABLE FOR SUBSEQUENT SESSIONS IN 2000-2001 (158 EX/INF.1 (prov.); 158 EX/INF.4) (continued)

6.1 The SECRETARY drew attention to document 158 EX/INF.4, which contained the revised proposed dates for the 159th session of the Executive Board, taking into account the comments in that regard made by Members on the previous day. A particular effort had been made to avoid any overlap in dates between the Special Committee and the Task Force on UNESCO in the Twenty-first Century since there was a large overlap in membership between the two bodies. Under the first option, the Board would begin on 2 May 2000, one week later than originally planned, and end on 19 May. Under the second option, the Board would begin on 9 May and end on 25 May. In both cases, the Board would last 17 days, the same amount of time as in the previous biennium, and would require no additional funding. Under the third option, however, five more days were being proposed in order to avoid overlapping of the subsidiary bodies. In that case, approximately US \$150,000 in additional funds would be needed before the end of the 2000-2001 biennium. He added that the meetings of the subsidiary bodies would naturally be rescheduled, bearing in mind any consequent budgetary implications.

6.2 The Task Force on UNESCO in the Twenty-first Century had held its first meeting on 28 to 29 September 1999 and had established a calendar of future meetings. The Task Force's first substantive meeting was provisionally scheduled on 21 to 24 February 2000, when it would prepare a report to be submitted to the Board at its 159th session.

7. Ms LAMMILA (Finland) said that four Member States were members of both the Special Committee and the Committee on Conventions and Recommendations. Under the first and second options, the meetings of those two bodies would overlap on two days.

8. M. CHARLES (Haïti) pense qu'il sera très difficile de satisfaire tous les membres en évitant tout chevauchement des réunions. Dans le passé, quand il est arrivé que des réunions se tiennent le même jour, les membres s'en sont arrangés. Cela dit, Haïti est favorable à la deuxième option.

9. M. NOGLO (Togo), tout en se déclarant lui aussi favorable à la deuxième option, fait observer que celle-ci n'est pas non plus sans chevauchements puisqu'elle prévoit que le Comité sur les conventions et recommandations et le Comité sur les organisations internationales non gouvernementales se réuniraient tous les deux le 11 mai.

10. Mr LIJADU (Nigeria) said that if the Board attempted to satisfy everyone, it would end up satisfying no one. There should be no question of spending an extra \$150,000 in order to avoid overlapping dates; delegations should arrange as best they could to attend the scheduled meetings. Under the circumstances, he preferred the second option.

١١ قال السيد نشابه (لبنان) إن المجلس ليس بحاجة الى أن يدخل في التفاصيل بشأن موعد انعقاد الدورة القادمة للمجلس، بل إن هناك مبادئ يجب الالتزام بها ومنها مبدآن أساسيان هما عدم تحميل أية

تكاليف إضافية على الميزانية، ثم تمكين الوفود الصغيرة من حضور أكبر عدد ممكن من الاجتماعات بأقل صعوبة ممكنة. وأضاف أنه ليس لديه تفضيل بين الخيارين الأول والثاني طالما تمت مراعاة هذين المبدأين.

(11) M. NACHABÉ (Liban) déclare que le Conseil n'a pas besoin d'entrer dans les détails quant aux dates de la prochaine session du Conseil ; il y a en effet des principes auxquels il faut se conformer, et notamment deux principes fondamentaux : ne pas faire supporter au budget des dépenses supplémentaires et permettre aux petites délégations d'assister dans les meilleures conditions au plus grand nombre possible de réunions. Il ajoute qu'il n'a pas de raison d'exprimer une préférence entre les deux options proposées, dans la mesure où ces deux principes sont respectés.

12. La PRESIDENTA pide a los miembros del Consejo que, en vista de que la tercera opción no conviene porque representa un gasto de 150.000 dólares, se pronuncien por la primera o por la segunda opción.

(12) La PRESIDENTE demande aux membres du Conseil, attendu que la troisième option ne convient pas car elle entraînerait une dépense de 150.000 dollars, de choisir entre la première et la seconde option.

١٣ أثنى السيد الهارون (الكويت) على رأي ممثل لبنان فيما يخص تحديد موعد الدورة القادمة للمجلس التنفيذي، ولكنه أعرب عن تأييده للخيار الثاني المقدم من الأمانة في هذا الشأن وذلك لتفادي أيام العطلات الرسمية في البلد المضيف.

(13) M. AL-HAROUN (Koweït) partage l'opinion du représentant du Liban quant à la fixation des dates de la prochaine session du Conseil exécutif, mais exprime son appui à l'option 2 présentée à ce sujet par le Secrétariat, dans le souci d'éviter les jours fériés existant dans le pays hôte.

١٤ قالت السيدة عمر (مصر) إن مصر تؤيد الخيار الثاني المطروح لعقد الدورة القادمة للمجلس التنفيذي.

(14) Mme OMAR (Egypte) soutient l'option 2 proposée pour les dates de la prochaine session du Conseil exécutif.

15. La Sra. FAXAS (República Dominicana) apoya la segunda opción.

(15) Mme FAXAS (République dominicaine) se prononce en faveur de la seconde option.

16. Mr SAFAEI (Islamic Republic of Iran) said that he endorsed the second option. He asked whether at its meeting scheduled to take place during the 159th session of the Executive Board, the Task Force on UNESCO in the Twenty-first Century would be examining the report of its February meeting or discussing substantive matters falling within its mandate?

17. Mme DUPUY (France) pense elle aussi que les sessions de longue durée ne sont pas sans danger. La France est donc favorable aux deux premières options et note que la deuxième a déjà reçu l'appui de plusieurs membres.

18. Mme LACOEUILHE (Sainte-Lucie), soulevant une motion d'ordre, suggère, pour écourter le débat, que la Présidente demande simplement quels sont les membres qui s'opposent à la deuxième option.

19. Con respecto a la observación formulada por la representante de Santa Lucía, la PRESIDENTA indica que los Estados Miembros no piden la palabra solamente para pronunciarse sobre la primera o la segunda opción, sino para formular eventualmente otras preguntas a las que es preciso dar respuesta. Por consiguiente, decide seguir dando la palabra a los representantes que desean intervenir sobre este punto.

(19) En ce qui concerne l'observation formulée par la représentante de Sainte-Lucie, la PRESIDENTE indique que les Etats membres ne demandent pas la parole uniquement pour se prononcer en faveur de la première ou de la deuxième option mais aussi pour formuler éventuellement d'autres questions auxquelles il faut répondre. En conséquence, elle décide de continuer à donner la parole aux représentants qui souhaitent intervenir sur ce point.

20. Mr VOORNEVELD (Netherlands) asked why a different number of days had been allotted to the plenary meetings under the first and second options. He suggested that the Bureau meeting planned for 12 May under the second option might be rescheduled to 15 May and the plenary meetings from 16 to 24 May so that there would be an equal number of days for the plenaries regardless of which option was chosen.

21. Mr VILLARROEL (Philippines) said that if the Board chose the second option, some meetings would overlap and it would be difficult for many delegations to attend all the meetings. Nevertheless, discipline - about which there had been much talk - meant making do with limited resources.

22. Mr HUSSEIN (Malaysia) said that he endorsed the second option. He wondered why the number of days set aside for the meeting of the Task Force was not the same under the first and second options.

23. The SECRETARY said, in response to the question from the representative of the Islamic Republic of Iran, that the Task Force would be examining and, if necessary, modifying the report of its February meeting at its meeting to be held before the plenary meetings of the 159th session of the Board. In accordance with 156 EX/Decision 10.2, the Task Force was a body made up of three members from each electoral group, but was open-ended. The representative of Malaysia had correctly observed that under the first option, one additional day seemed to have been scheduled for the meeting of the Task Force. That was because, for budgetary reasons, that meeting, which began on a Friday, would continue on the Saturday. Finally, the representative of the Netherlands had asked about the variation in the number of days planned for the plenary meetings under the two options. That might be a typing error, and if so it would be corrected; in fact the number of days scheduled for the plenary meetings would be the same under both options.

24. La PRESIDENTA dice que parece haber una mayoría a favor de la segunda opción. Si no hay ninguna objeción, considera pues que es esta opción la que queda adoptada.

(24) La PRESIDENTE croit comprendre qu'il y a une majorité en faveur de la deuxième option. En l'absence d'objection, elle la considère comme retenue.

25. Il en est ainsi décidé.

26. Mr STANTON (United Kingdom) said that it might be useful to decide on provisional dates for information meetings to be held between the sessions of the Board. He also recalled that he had

proposed earlier that the documents relating to all Board meetings should be made available to Member States that were not Members of the Board, and asked whether that was a practical possibility.

27. M. DJENNO OKOUMBA (Gabon) suggère que, dans la mesure où les membres du Conseil sont convenus des obligations qui leur incombent et accordent leur confiance au Bureau, ils laissent à ce dernier toute latitude pour proposer en temps opportun toute mesure propre à contribuer à une meilleure information des États membres, que ceux-ci siègent ou non au Conseil.

28. M. CISSE (Guinée) appuie la proposition du représentant du Gabon.

29. El Sr. GALÁN SARMIENTO (Colombia) recuerda que en la 156ª reunión del Consejo la mayoría de los miembros se pronunció a favor de las reuniones celebradas en el periodo entre reuniones, por considerarlas oportunas, útiles y necesarias, y manifestó claramente que era conveniente continuar con ese procedimiento. Refiriéndose a la reciente intervención del Director General en que éste destacó la importancia de mantener una relación estrecha con los miembros del Consejo Ejecutivo y de intercambiar opiniones y análisis, el orador hace hincapié en la noción de corresponsabilidad y opina que las reuniones celebradas en el periodo entre reuniones brindan precisamente esa posibilidad de intercambio. Ello no significa en absoluto, a su juicio, que no se tenga plena confianza en la Mesa del Consejo, sino simplemente que es importante ampliar el espacio de cooperación entre el Consejo y la Secretaría.

(29) M. GALÁN SARMIENTO (Colombie) rappelle qu'à la 156e session du Conseil, la majorité des membres se sont prononcés en faveur de réunions intersessions, jugeant de telles réunions à la fois opportunes, utiles et nécessaires, et ont dit clairement qu'il convenait de maintenir cette procédure. Se référant à la récente intervention du Directeur général dans laquelle celui-ci a souligné l'importance de préserver des liens étroits avec les membres du Conseil exécutif et d'échanger analyses et points de vue, l'orateur insiste sur la notion de corresponsabilité et estime que les réunions intersessions offrent précisément cette possibilité d'échange. Cela n'implique nullement une quelconque défiance envers le Bureau du Conseil exécutif, mais signifie simplement qu'il importe d'élargir l'espace de coopération entre le Conseil et le Secrétariat.

30. Mr ZHANG (China) said that he agreed with previous speakers who had suggested that the details of any intersessional meeting should be decided by the Chairperson of the Board, after consultation with the Members.

٣١ رأى السيد حسن (عمان) أن موضوع الاجتماعات فيما بين الدورات موضوع قديم جدا وصعب التداول، ولكن مادام أن هذا المبدأ قد أقر، فينبغي في رأيه ألا تكون هذه الاجتماعات مجرد اجتماعات إعلامية، بل ينبغي أن يكون لها جدول أعمال موضوعي، وأن يتم الاتفاق على اختيار موضوع معين أو موضوعين من الموضوعات التي تطول مناقشتها في المجلس ودراستها دراسة مستفيضة كسبا للوقت، على أن يشترك في النقاش أعضاء المجلس وأعضاء المنظمة كافة. وهذا في نظره يساعد المجلس في اختصار المناقشات في دوراته العادية والتوصل بسرعة الى الحلول. وانتهى الى القول بأنه لا جدوى من عقد اجتماع بين دورتين إذا لم يكن له جدول أعمال وأنه ينبغي التفكير في هذا الموضوع في الدورة القادمة للمجلس.

(31) M. HASSAN (Oman) considère que la question des réunions intersessions est une question débattue depuis très longtemps et difficile. Mais puisque le principe en a été adopté, il

faudrait selon lui que ces réunions ne soient pas de simples réunions d'information, mais qu'elles aient un ordre du jour thématique et que l'on s'accorde pour choisir un ou deux sujets déterminés parmi ceux dont l'examen prendrait trop de temps lors des sessions du Conseil exécutif et pour les étudier à fond, de manière à gagner du temps. Les membres du Conseil comme l'ensemble des Etats membres de l'Organisation devraient pouvoir participer au débat. Cela devrait, selon lui, aider le Conseil à abrégé les débats lors des sessions ordinaires et à trouver les solutions rapidement. Il conclut qu'il ne voit aucune utilité à tenir une réunion entre deux sessions si celle-ci n'a pas d'ordre du jour et qu'il faudrait mener une réflexion sur ce point lors de la prochaine session du Conseil.

32.1 M. CHARLES (Haïti) rappelle que la dernière réunion intersessions a été très fructueuse et que les membres ont été unanimes à s'en féliciter. L'UNESCO traversant une phase de réformes, des échanges doivent avoir lieu et des mesures doivent être prises, d'où l'intérêt d'une réunion intersessions, qui permettra au Directeur général de mieux discerner les horizons des propositions qu'il fera au Conseil exécutif à sa 159^e session. Le représentant d'Oman a parfaitement raison de dire qu'il doit s'agir non seulement d'une réunion d'information mais d'un échange fructueux. Ce ne doit pas être non plus une session extraordinaire du Conseil exécutif, qui aurait des incidences budgétaires supplémentaires. Cette réunion intersessions devrait rassembler les représentants des membres ou leurs suppléants présents à Paris.

32.2 Tout comme le représentant d'Oman, M. Charles pense qu'il convient de fixer pour cette réunion un ou deux thèmes qui aillent dans le sens des propositions du Directeur général et entrent dans le cadre des compétences du Conseil. Il faut bien préciser aussi, pour qu'il n'y ait pas de confusion dans les esprits, qu'il ne s'agirait pas d'une réunion informelle ouverte entre le Directeur général et l'ensemble des délégations, mais d'une réunion du Conseil qui se tiendrait entre deux sessions, et à laquelle les Etats non membres du Conseil pourraient être invités à participer, comme ils le sont aux sessions ordinaires du Conseil.

33. M. NOGLO (Togo) estime souhaitable de ne pas rompre avec une démarche qui a donné de bons résultats et a consisté à laisser au Président le soin de fixer les thèmes et dates de la réunion intersessions précédente en concertation avec le Bureau et le Directeur général. La seule nouveauté, c'est que les thèmes à aborder devraient avoir trait à la phase de transition dans laquelle l'UNESCO vient d'entrer. Pour le reste, il convient de procéder comme lors de la dernière réunion intersessions, en veillant à éviter toute incidence budgétaire.

34. Mr VILLARROEL (Philippines) agreed with the representative of Gabon that the decision with regard to an intersessional meeting should be left in the hands of the Bureau.

35. Ms CUMMINS (Barbados) said that it would be useful to hold an information meeting between the current and the next session of the Board, in particular to take note of the progress that had been made with regard to actions the Director-General was planning to take in the immediate future. The information meeting might also take into account the work of the Task Force on UNESCO in the Twenty-first Century, and should therefore be scheduled after the first substantive meeting of that body. However, she felt that the Board might leave it to the Chairperson and the Bureau, in consultation with the Director-General, to decide on the most appropriate date.

36. Mr PEEK (Australia) said that the Board might wish to recommend that an intersessional information meeting be held between the 158th and 159th sessions of the Board, with the scheduling to be decided by the Bureau, in consultation with the Director-General.

37.1 La PRESIDENTA observa que en el Anexo (párrafo 22) de la Decisión 155 EX/5.4 relativa a las Recomendaciones del Comité Especial sobre los métodos de trabajo del Consejo Ejecutivo, se dispone lo siguiente: "Para que el Consejo pueda ejercer su función de seguimiento, se propone que los representantes y suplentes del Consejo Ejecutivo, residentes en la Sede, celebren reuniones de información con el Director General sobre la marcha de la ejecución del programa, a solicitud del Presidente del Consejo Ejecutivo".

37.2 Recuerda al respecto que en la sesión de la mañana el Director General había explicado ampliamente y en detalle el programa revolucionario que se propone aplicar y las nuevas orientaciones que impartirá a la Organización. Opina que es preciso darle tiempo para que aplique esta nueva política. En consecuencia, si no hay ninguna objeción, propone que la Mesa convoque o bien una reunión de información, en concertación con el Director General y cuando éste considere oportuno proporcionar nueva información, o bien una reunión de consulta entre los propios Estados Miembros, y que la decisión definitiva se comunique más adelante en función de las consultas que se hagan con los Estados Miembros.

(37.1) La PRESIDENTE, se référant à la décision 155 EX/5.4 relative aux recommandations du Comité spécial sur les méthodes de travail du Conseil exécutif, fait observer que le paragraphe 22 de l'annexe à cette décision se lit comme suit : "Pour permettre au Conseil d'exercer sa fonction de suivi, il est proposé que des réunions d'information sur l'état d'avancement de l'exécution du programme se tiennent entre les représentants des Etats membres du Conseil exécutif et leurs suppléants qui résident au Siège et le Directeur général, à la demande du Président du Conseil exécutif".

(37.2) Elle rappelle qu'à la séance précédente, le Directeur général a exposé longuement et en détail le programme révolutionnaire qu'il se propose d'appliquer et les nouvelles orientations qu'il entend donner à l'Organisation. Elle pense qu'il est nécessaire de lui donner le temps d'appliquer cette nouvelle politique. En conséquence, s'il n'y a pas d'objection, elle propose que le Bureau convoque soit une réunion d'information en concertation avec le Directeur général quand celui-ci jugera opportun de fournir de nouvelles informations soit une réunion de consultation des Etats membres, et que la décision définitive sur ce point soit communiquée ultérieurement, en fonction des consultations qui se seront déroulées avec les Etats membres.

38. Il en est ainsi décidé.

39. En conclusión, la PRESIDENTA dice que ha procurado dirigir los debates del mejor modo posible y que la experiencia es la que hace al maestro. Desea a todos los delegados felices fiestas de fin de año y, tras señalar que el Círculo de Delegados, cuya presidencia asumía ella hasta entonces, procederá en breve a la elección de un nuevo Presidente, anuncia que, antes de ello, invitará cordialmente a todos los delegados residentes en París a una fiesta de Navidad en dicho Círculo. Afirma que en los últimos acontecimientos importantes de la vida de la Organización no ha habido vencedores ni vencidos, que todos han salido ganando con la elección del nuevo Director General y de los Presidentes de todos los Comités y Comisiones, que todos pues deben formar un equipo y que la voz de todos los Estados Miembros será escuchada. Tras ponerse, por último, a disposición de todos los delegados, asegurándoles que pueden acudir a ella en todo momento, pues desea que todas las decisiones sean la expresión de la mayoría y se tomen por consenso, agradece una vez más la confianza depositada en ella y declara clausurada la 158ª reunión del Consejo Ejecutivo.

(39) En conclusion, la Présidente déclare qu'elle s'est efforcée de diriger les débats du mieux possible mais que la maîtrise dans ce domaine ne s'acquiert qu'avec l'expérience. Souhaitant à tous d'heureuses fêtes de fin d'année, elle précise que le Cercle des délégués dont elle assumait jusque-là la présidence, procédera sous peu à l'élection de son successeur, mais elle voudrait auparavant inviter cordialement tous les délégués résidant à Paris à la fête de Noël organisée par le Cercle. Elle affirme que lors des événements importants qui viennent de se dérouler dans la vie de l'Organisation, il n'y a eu ni vainqueurs ni vaincus, que tous ne peuvent que se féliciter de l'élection du nouveau Directeur général ainsi que des présidents des comités et commissions, que tous se doivent de former une équipe et que la voix de tous les Etats membres sera entendue. Elle-même se tient à la disposition de tous les délégués, qui peuvent la contacter à n'importe quel moment, car elle souhaite que toutes les décisions prises soient l'expression de la majorité et fassent l'objet d'un consensus. Elle exprime une fois encore sa gratitude pour la confiance qui lui a été témoignée et déclare close la 158e session du Conseil exécutif.

La séance est levée à 17 h.35.