

**Administrative Committee  
on Coordination**ACC/1996/2/Add.1  
11 February 1997

ENGLISH ONLY

SUMMARY OF CONCLUSIONS OF THE ORGANIZATIONAL COMMITTEE  
AT ITS SECOND REGULAR SESSION (PARTS I AND II)

## PART I

(New York, 30 September to 3 October 1996)

## INTRODUCTION

1. The Organizational Committee (OC) of the Administrative Committee on Coordination (ACC) met at United Nations Headquarters, New York, from 30 September to 3 October 1996. OC adopted an annotated agenda for the meeting, which is contained in annex I. The list of participants for the first part of its session (30 September to 3 October) is contained in annex II. The outcome of a further meeting of OC, held immediately after the second regular session of 1996 of ACC, is reflected in the second part of the present summary of conclusions. The list of participants for that further meeting (26, 28 and 29 October) is contained in annex III.

## I. PREPARATIONS FOR THE SECOND REGULAR SESSION OF 1996 OF ACC

A. Review of developments affecting international  
cooperation and development, and their  
implications for the United Nations systemStrengthening and reform of the United Nations system

2. The background note on the subject for submission to ACC was introduced. OC reviewed and commented on the observations in the note concerning the international context in which United Nations system reform is taking place. It also reviewed the information contained in the note on developments in international forums relevant to the process. These included the working groups of the General Assembly on an agenda for development, and on the strengthening of the United Nations system, and Assembly resolution 50/227 on further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields, as well as proposals of system-wide concern contained in the economic communiqué (A/51/208-S/1996/543, annex II) adopted at the G-7 Summit held at Lyon, from 27 to 29 June 1996, and those emanating from relevant deliberations in the Group of 77 and the Movement of Non-Aligned Countries (NAM).

3. In the light of its discussion, OC prepared annotations to the ACC agenda, proposing issues around which ACC's consideration of this item might be structured.

B. Follow-up, within the system, to ACC's initiatives and decisions

1. Coordinated follow-up to international conferences

4. A draft of the background note prepared by the Special Coordinator for Economic and Social Development for submission to ACC was introduced. The note reviewed the background to the establishment by ACC of arrangements for a system-wide coordinated follow-up to recent United Nations international conferences, to assist Member States in realizing the commitments emanating from the "continuum" of recent global conferences. It also provided information on developments in the work of the three task forces, on the enabling environment for economic and social development, on employment and sustainable livelihoods, and on basic social services for all.

5. OC considered the progress achieved in the work of the three task forces, and noted that they were moving ahead to deliver the end products envisaged for use at the country level within the established timetable. The Committee was also encouraged by the cooperation being established at the country level, and by the very close involvement in the exercise of a number of resident coordinators. In addition to recommending continuing close interaction with the resident coordinator system, OC also called for an active contribution to the exercise by existing inter-agency arrangements at the regional level, under the aegis of the regional commissions.

6. A representative of the Centre for Human Rights briefed OC on the preparations for the five-year review in 1998 of the implementation of the Vienna Declaration and Programme of Action,<sup>1</sup> as well as the fiftieth anniversary of the Universal Declaration of Human Rights.<sup>2</sup> She brought to the attention of the Committee resolution 1996/42 adopted by the Commission on Human Rights on 19 April 1996 in which the Commission called upon relevant United Nations organs and agencies to make an assessment of and put forward pertinent conclusions on the state of implementation and the impact of existing international instruments.

7. OC welcomed the recommendation to include the above issues in the agenda of the second regular session of ACC to be held in October 1997. The view was also expressed that greater attention should be given to introducing human rights issues into the work of the three ad hoc task forces. OC urged the Office of the United Nations High Commissioner for Human Rights and the Centre for Human Rights to contribute actively, from this vantage point, to the task forces' work, and to relevant activities in the standing machinery of ACC.

8. OC was also briefed on the outcome of the United Nations Conference on Human Settlements (Habitat II). It considered that attention should be given to integrating the results of that Conference with the work of the three task

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forces. OC also welcomed the adoption of terms of reference for the new Inter-Agency Committee on Women and Gender Equality, and considered that it should closely interact with the three existing task forces and with other committees within the ACC machinery. The need for close linkages among the three task forces, including through regular consultations of their chairpersons, was also generally stressed, as was the need for systematic interactions between the task forces and the ACC standing machinery. Such interactions would help ensure that the standing machinery was in a position to effectively integrate in its work programme relevant aspects of the follow-up to the task forces' work, once the latter had completed their current assignments.

9. OC also noted that, following the ACC decision at its first regular session of 1996 to endorse the Inter-Agency Project on Universal Access to Basic Communications and Information Services, the International Telecommunication Union (ITU) had convened a meeting of representatives of 14 organizations of the United Nations system at its headquarters in Geneva on 1 July 1996 to review United Nations system activities related to universal access to basic communications and information services; liberalization of basic telecommunications; wider access to information on United Nations programmes and activities; exchange of information on technology and investment partnership opportunities; tele-medicine; teleworking; tele-education; and World Weather Watch. This review highlighted a number of critical issues, among them infrastructure versus content, sovereignty versus commerciality, accessibility versus affordability, and intellectual property rights (IPR) and other legal and political issues. In carrying out their task, participants are making full use of the means of modern communications. Information on the Inter-Agency Project will be available on the Internet/World Wide Web very soon. A draft report on the project will be circulated by the end of January 1997. The final report will be submitted to OC and, ultimately, to ACC at its April 1997 session.

10. In the light of the above discussions, and the information provided by the lead organizations of the three task forces, OC drew up annotations for the ACC's agenda to help structure ACC's consideration of this item.

## 2. African economic recovery and development

11. A background note on the subject for submission to ACC, covering the results of the fifth meeting of the ACC Steering Committee of the United Nations System-wide Special Initiative on Africa, was introduced. OC noted that much progress had been achieved to date. Evidence of greater involvement of African leadership in the Initiative was noted and welcomed. Greater clarity had also been introduced in the distribution and sharing of responsibilities within the United Nations system in assisting Governments in the development and execution of implementation strategies for the various components of the Initiative. OC welcomed the growing support being generated for the Initiative, internationally and within the African region.

12. OC noted that the lead agencies, now referred to as "coordinating agencies", had all initiated work in the nine priority cluster areas of water, governance, education, health, information technology, promotion of the informal sector, South-South cooperation, debt and trade. OC was also informed that

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reports had been received from the resident coordinators in Ethiopia and Ghana to the effect that the heads of State of these two countries had expressed strong interest in utilizing the Initiative as a framework for the relevant priority sectors of their national development efforts.

13. OC's discussions on other issues, including the strengthening of linkages between the Initiative and the United Nations New Agenda for the Development of Africa in the 1990s (UN-NADAF)<sup>3</sup> and the identification of sectors in which programming in the context of the Initiative needed to be further developed, are reflected in the relevant annotations to the ACC's agenda.

### C. Other matters

#### 1. Functioning of ACC and its subsidiary machinery

14. At its first regular session of 1996, ACC initiated a review of the experience with the functioning of the ACC machinery as reorganized in 1993. ACC considered at that time that the 1993 reorganization, and the extensive streamlining of the ACC machinery that it had brought about, had served to enhance significantly the effectiveness of ACC itself and its subsidiary bodies. It concluded that further improvements should nevertheless be sought, in relation to both the methods of work of ACC itself and the functioning of its subsidiary machinery, and requested that a further report on the review of the functioning of the ACC machinery be submitted to it for its consideration at its spring 1997 session.

15. Members of OC considered that it would be difficult for the Committee to submit a conclusive report for consideration by ACC at its spring 1997 session, since there were a number of elements directly relevant to the conclusion of the review that were not as yet available. Principal among them was an ACC assessment of the final results of the work of the three task forces dealing with the integrated follow-up to global conferences, and precise indications of the outcome of the special session of the General Assembly on the follow-up to Agenda 21,<sup>4</sup> which was likely to affect the work of the Inter-Agency Committee on Sustainable Development (IACSD) and its two subsidiary bodies.

16. OC nevertheless had a wide-ranging discussion on several aspects of the functioning of ACC and its subsidiary bodies, including arrangements for providing more integrated secretariat support for the whole of the ACC machinery. In this connection, OC regretted that the ACC decision to place jointly financed secretariats in common premises in Geneva had not, as yet, been implemented and urged that this be done without further delay. It considered that not only could implementation of this decision, together with a strengthening of collaboration and interactions among the jointly financed secretariats, and between them and the concerned services of the United Nations secretariat, bring about savings, but it would also serve to improve communications and the flow of information within the system, and to enhance the quality and coherence of secretariat support for the whole of the ACC machinery.

17. Other issues identified for further consideration were the strengthening of the capacity of OC to monitor, and report on a more systematic basis on,

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developments relevant to the follow-up to ACC decisions; the institutionalization of high-level meetings of the Consultative Committee on Administrative Questions (CCAQ) and the implications of such a decision for the programme of work and schedule of meetings of the Consultative Committee on Administrative Questions (Personnel and General Administrative Questions) (CCAQ(PER)) and the Consultative Committee on Administrative Questions (Financial and Budgetary Questions) (CCAQ(FB)); the relationships between the Consultative Committee on Programme and Operational Questions (CCPOQ) and IACSD, and between these two consultative committees and the task forces established by ACC to promote a coordinated follow-up at the country level of the outcomes of recent global conferences; approaches to the further streamlining of the ACC subsidiary machinery; and more systematic resort to information technology for inter-agency consultations with a view to reducing as far as possible the number and frequency of inter-agency meetings.

18. In the light of the comments and suggestions made during the consideration of the item, OC prepared annotations to the ACC agenda, identifying a number of additional steps to further reinforce the functioning of ACC and its subsidiary machinery.

## 2. Administrative questions

19. OC's preparations for the consideration of this item by ACC were based on the conclusions of the special High-level Meeting of the Consultative Committee on Administrative Questions (CCAQ), held at United Nations Headquarters, New York, on 18 and 19 September 1996, which had addressed the administrative, managerial and budgetary aspects of the reform processes under way in the United Nations system and the future role of the Joint Inspection Unit; the outcome of the eighty-fourth and eighty-fifth sessions of CCAQ(PER) held respectively, at the United Nations Office at Vienna (UNOV), Vienna, from 9 to 12 April 1996, and at United Nations Headquarters, New York, from 22 to 26 July 1996; and the report of the eighty-fifth session of CCAQ(FB) held at United Nations Headquarters, New York, from 26 to 30 August 1996.

20. On the basis of the above reports, the Committee prepared annotations to the ACC agenda. CCAQ's conclusions relevant to the reform process were also drawn upon in preparing the ACC's discussions on agenda item 2 on the reform and strengthening of the United Nations system.

21. On the question of common system remuneration, OC noted that clearance of the proposed ACC statement on conditions of service had not yet been completed. The latest version of the draft was therefore submitted to ACC for its further consideration.

22. OC shared the concerns of the CCAQ(FB) and the conclusions of the High-level Meeting of CCAQ relating to the current budgetary pressures facing the organizations of the United Nations system, and their implications for the budgets of jointly financed bodies. In this regard, OC concurred with the position that all jointly financed bodies should seek to achieve the recommended budget reduction targets.

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23. OC considered the report of the last meeting of the Ad Hoc Inter-Agency Meeting on Security (ACC/1996/21) held at the United Nations Office at Geneva, Geneva, on 8 and 9 May 1996. OC shared the conclusion of the meeting that the greatest possible degree of inter-agency coordination was required to make the security system work effectively. In this context, it noted that a number of measures for inclusion in the field security handbook had been developed in order to strengthen security management and improve security preparedness. In addition, OC decided to bring to the attention of ACC the recommendation of the Ad Hoc Meeting that its hitherto biennial meetings should be held yearly; that, in the intervals between meetings, informal working groups should be convened, as necessary, to resolve security issues as they arose; and that staff security should remain a standing issue in the agenda of ACC, with preparations being undertaken through the Ad Hoc Meeting.

24. Another security concern addressed by the Ad Hoc Meeting related to the use of armed guards. Under existing policies, the use of armed guards is strictly limited and controlled. Some organizations are of the view that these policies do not fully reflect the special needs of humanitarian organizations in those countries where adequate security services do not exist. There is at the same time concern about the liabilities that organizations of the system might incur as a result of a more unrestricted use of weapons, particularly by individuals who have no formal weapons training or supervision. OC decided to bring to the attention of ACC this matter, as well as the issue of the inadequacy of resources for security arrangements, identified by the Ad Hoc Meeting as a major constraint requiring consideration by the executive heads.

25. OC requested the Chairman to extend, in the usual manner, invitations to the ACC session to the Chairman of the International Civil Service Commission (ICSC) and to the representatives of the Federation of International Civil Servants' Associations (FICSA) and the Coordinating Committee for International Staff Unions and Associations of the United Nations System (CCISUA).

### 3. Other issues

26. Relevant aspects of the reports of IACSD, CCPOQ, CCAQ as a whole, and of CCAQ(PER) and CCAQ(FB) were drawn by OC to the attention of ACC, as relevant, under the appropriate agenda items.

27. Meetings of ACC subsidiary bodies proposed to be held before the next session of ACC in 1997 are as follows:

IACSD	New York	20 and 21 February 1997
CCPOQ	Geneva	3-7 March 1997
CCAQ(PER)		To be held in conjunction with the forty-fifth session of ICSC; exact dates to be determined

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Week of 10-14 February 1997

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sustainable development for the period after 1997. It was intended that the statement would be concise, policy-oriented and forward-looking, and emphasize actual and potential support for progress at the country level. The statement will provide an opportunity to demonstrate to the General Assembly the commitment of United Nations system organizations to Agenda 21 and to promoting genuine progress towards sustainable development at the international and national levels.

32. OC was briefed by its Chairman on the interest expressed by the Bureau of the United Nations University (UNU) Council in participating in ACC. He informed OC that the Secretary-General had indicated to the University Rector that he attached great importance to ensuring that UNU was effectively integrated into the work of the United Nations system. At the same time, the Secretary-General had indicated that arrangements for UNU's participation in the ACC machinery would need to take into account the particular status of UNU, which differed from that of the specialized agencies and other intergovernmental organizations whose executive heads made up the membership of ACC itself. In that light, it was proposed that UNU should be invited to be represented in the consultative and inter-agency committees constituting the subsidiary machinery of ACC. As far as ACC itself was concerned, the Secretary-General would recommend to ACC the participation of the Rector in the relevant ACC discussions in instances when the agenda of a given session of ACC included an item to whose consideration UNU, in view of the research and related activities it had conducted, would have an especially important contribution to make. Provision would also be made for periodic consultations, between the Rector of the University and ACC members, aimed at identifying research topics, for inclusion in UNU's programme, that would serve to maximize UNU's contribution to the work of the system.

33. In deciding to forward the above proposed arrangements to ACC for its endorsement, OC also agreed to propose to ACC that provision also be made for the participation of the International Trade Centre UNCTAD/GATT in the inter-agency and consultative committees within the subsidiary machinery of ACC.

## II. WORK OF ACC CONSULTATIVE COMMITTEES AND OTHER INTER-AGENCY BODIES

### A. Work of ACC consultative committees

34. In the exercise of its functions for preparing the ACC session, as well as its function of assisting ACC and/or acting on its behalf in monitoring the overall functioning of the ACC machinery, OC took note of the following reports of ACC subsidiary bodies:

(a) Report of the eighty-fourth (ACC/1996/14, annex III) and eighty-fifth (ACC/1996/14) sessions of CCAQ(PER), United Nations Office at Vienna, Vienna, 9-12 April 1996, and United Nations Headquarters, New York, 22-26 July 1996 respectively;

(b) Report of the eighty-fifth session of CCAQ(FB) (ACC/1996/15), United Nations Headquarters, New York, 26-30 August 1996;

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(c) Report of the High-level meeting of CCAQ as a Whole (CCAQ/W/1996/10/Rev.1), United Nations Headquarters, New York, 18 and 19 September 1996;

(d) Report of the eighth meeting of IACSD (ACC/1996/12), United Nations Headquarters, New York, 10-12 July 1996;

(e) Report of CCPOQ at its ninth session (ACC/1996/16), United Nations Headquarters, New York, 16-20 September 1996.

35. In relation to the last-mentioned report, OC was briefed by the Secretary of CCPOQ on relevant aspects of the work of that Committee.

36. OC members expressed appreciation for the progress made by CCPOQ in its review of the role of the United Nations system in post-conflict rehabilitation and reconstruction, and the consensus reached in the Committee on a number of principles for United Nations system action in this field. OC considered that these principles, and the follow-up work programme agreed upon by the Committee, would make a valuable input into the ACC discussions at its April 1997 session on the strengthening of inter-agency arrangements in situations where peacemaking and peacekeeping were to proceed in parallel with emergency relief, reconstruction and the resumption of economic and social development.

37. OC noted the recommendation of CCPOQ to discontinue the Subcommittee on Rural Development in favour of more flexible and informal coordinating mechanisms, and welcomed the intention of the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development (IFAD) to explore, in consultation with interested parties, appropriate alternative networking arrangements at the field and, as necessary, at the headquarters level.

38. OC noted that the issue of the appointment of the Secretary of the Subcommittee on Nutrition had been resolved, and expressed strong support for CCPOQ's conclusions in paragraphs 73 and 74 of its report concerning the Subcommittee's role. Reference was made, in the same context, to the desirability of aligning the title of the post of Secretary of the Subcommittee (until now referred to as "Technical Secretary") with the nomenclature utilized for other jointly financed posts of ACC subsidiary bodies.

39. OC also expressed appreciation at the attention being given by the Committee to the review of its own functioning. It agreed to revert to other aspects of CCPOQ's work at its resumed session, following the ACC session.

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B. Reports of bodies reporting to OC

1. Report of the Joint United Nations Information Committee (JUNIC), at its twenty-second session, Palais des Nations, Geneva, 3-5 July 1996

40. The Secretary of the Committee introduced the report of the Joint United Nations Information Committee (JUNIC) on its twenty-second session (ACC/1996/13). OC welcomed the renewed emphasis being placed by JUNIC on the consideration of ways and means to promote better public understanding of the role and achievements of the United Nations. It was stressed that, as part of that effort, the United Nations system needed to develop a more sophisticated methodology of media outreach that would facilitate the dissemination of the desired key messages. The attention being given by JUNIC to ways of enhancing the ability of the United Nations information centres to better serve the information needs of all organizations of the system was likewise welcomed.

41. OC noted JUNIC's decision to adjust the schedule for the approval of programme budgets of the Non-Governmental Liaison Service (NGLS), so as to permit a more timely review. While concurring with JUNIC's conclusion that, NGLS being a JUNIC project, all members of the Committee should be able to participate in the consideration of NGLS's work programme, OC expressed concern at the serious financial situation and the uncertainties being faced by NGLS as a result of the reductions in financial contributions from a number of NGLS Sponsors. It expressed the hope that the "strategic review" of NGLS launched by JUNIC would serve to bring about the necessary financial stability for the work of NGLS.

42. The view was expressed that CCPOQ, in pursuing consultations with NGLS in connection with its review of suitable arrangements to address operational and programmatic aspects of the United Nations system's relations with non-governmental organizations, should bear in mind that the main focus of the current mandate of NGLS was on the provision of information and liaison service to non-governmental organizations in their relations with the United Nations system and did not, at present, involve operational responsibilities. At the same time, OC fully concurred with CCPOQ's premise that full use should be made of existing mechanisms instead of creating new ones.

43. OC also endorsed, on behalf of ACC, the proposal of JUNIC that the United Nations Development Programme (UNDP) continue to act for another year as the lead organization for NGLS, and that the Director of the UNDP Office of Evaluation and Strategic Planning continue to serve as the Chairperson of the NGLS Sponsors Group also for another one-year term.

44. OC thus endorsed, on behalf of ACC, the following JUNIC resolutions:

(a) Recognizing the vital role played by NGLS in promoting and facilitating enhanced cooperation between the United Nations system and the non-governmental community, and deeply concerned about the difficulties being faced by NGLS as a result of the financial and budgetary crisis of the United Nations system, JUNIC urges all NGLS Sponsors to maintain their funding levels

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in the current biennium and to transfer to NGLS as speedily as possible their financial contributions for 1996;

(b) In view of the changing United Nations and global context for international cooperation, including the challenges arising from closer cooperation with non-governmental organizations and the need for the United Nations system to respond collectively and effectively, JUNIC endorses the decisions by NGLS Sponsors to undertake a strategic review of the role of NGLS in the United Nations system and recommends that the outcome of the review be submitted to ACC through JUNIC as soon as possible.

45. OC was informed of the difficulties being experienced by the Department of Public Information of the United Nations Secretariat in financing the publication Development Update. This being the only remaining system-wide publication in the development area, and the costs involved being very limited, OC appealed to all concerned to work out a suitable solution that would permit the continuation of the publication.

46. On the subject of the participation of the United Nations system in international expositions, OC noted the need for the establishment of a trust fund by the Government of Portugal as host country to finance the United Nations system's participation in Lisbon Exposition 1998. OC further noted that the same arrangement would need to be made in relation to Hanover Exposition 2000, in order to permit the system's participation in this event.

47. OC welcomed the intention of JUNIC to integrate into a single document the current ACC guidelines for the participation of the United Nations system in international expositions, and requested that the document be included in the "Compendium of decisions on the operation of ACC and its subsidiary machinery" (ACC/1996/INF/1 and Corr.1). OC also welcomed the decision of JUNIC to reintroduce its Information Exchange Bulletin as a means of sharing information on upcoming activities, and of strengthening coordination on matters of mutual concern to JUNIC members.

48. OC endorsed, on behalf of ACC, the time and venue of the twenty-third session of JUNIC, to be held at the ILO International Training Centre in Turin during the last week of June/first week of July 1997.

2. Report of the Ad Hoc Inter-Agency Meeting  
on Security, Palais des Nations, Geneva,  
8 and 9 May 1996

49. The Secretary of the Ad Hoc Inter-Agency Meeting on Security introduced the report of the last Inter-Agency Meeting (ACC/1996/21) which was held at the United Nations Office at Geneva, Geneva, on 8 and 9 May 1996. OC endorsed the report and the recommendations contained therein, and referred them to ACC for its consideration as indicated in paragraphs 23 and 24 above.

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### 3. Information Systems Coordination Committee

50. OC endorsed the proposal of the Information Systems Coordination Committee that Ms. Kerstin Leitner of UNDP serve as the Committee's Chairperson for the period from October 1996 to September 1998.

### III. RELATIONSHIPS BETWEEN THE ORGANIZATIONS OF THE UNITED NATIONS SYSTEM AND CIVIL SOCIETY

51. OC agreed to revert to this item at the second part of its current session.

### IV. OTHER MATTERS

#### A. ACC report to the Governing Council of the United Nations Environment Programme (UNEP) on international cooperation in the field of the environment

52. The representative of the United Nations Environment Programme (UNEP) briefed OC on the inter-agency consultations undertaken in the preparation of the draft ACC report to the Governing Council of UNEP on the "Implementation of global action for the protection of the marine environment from land-based activities". OC endorsed the draft, as amended, on behalf of ACC.

#### B. Future sessions of OC and ACC

53. At its last session, ACC, in confirming the practice of holding two sessions a year - one in the first quarter of the year, normally at United Nations Headquarters in Geneva, and another in the third quarter of the year, at United Nations Headquarters in New York - concluded that the establishment of a fixed timing for the two sessions would greatly facilitate the participation of all executive heads in the Committee's work. OC was informed by its Secretary that, following consultations, the second week of April appeared to be the most suitable timing for the first regular session of ACC, recognizing that some adjustments might need to be made depending upon when the Easter holiday was observed. With regard to the second session, the most appropriate timing appeared to be the period between the last week in October and the first week of November, although it was recognized that there were no dates in that period that did not coincide with the normal timing of sessions of the governing bodies of some of the agencies.

54. On this basis, OC proposed 10 and 11 April 1997 as the dates of the first regular session of ACC in 1997, and tentatively suggested 31 October and 1 November 1997 as the dates of the autumn session.

SUMMARY OF CONCLUSIONS OF THE ORGANIZATIONAL COMMITTEE  
AT ITS SECOND REGULAR SESSION

PART II

(New York, 26, 28 and 29 October 1996)

INTRODUCTION

55. The Organizational Committee (OC) of the Administrative Committee on Coordination (ACC) met on 26, 28 and 29 October 1996 to consider the follow-up to the decisions taken and conclusions reached by ACC at its second regular session of 1996 on 25 and 26 October 1996 (see ACC/1996/20), and to conclude consideration of a number of issues included in the agenda of the first part of its session.

I. RELATIONSHIPS BETWEEN THE ORGANIZATIONS OF THE  
UNITED NATIONS SYSTEM AND CIVIL SOCIETY

56. OC had before it information provided by several members of the Committee, at the Chairman's request, on practices in their respective organizations relating to their links with non-governmental organizations and civil society in general. The Committee recalled that a review of United Nations organizations' cooperation with non-governmental organizations and other actors in civil society in the operational field was under way in CCPOQ, and that related issues were being addressed in different parts of the ACC machinery. Reference was also made to the arrangements for coordination within the United Nations itself in this area established in the Executive Office of the Secretary-General, led by one of the Secretary-General's special advisers.

57. The Committee considered that it would be in line with the outcome of the discussion that ACC had held, at the current session, on the reform and strengthening of the United Nations system to work towards a discussion in ACC of the issue of the links between the United Nations system and civil society, possibly at the autumn 1997 session of the Committee.

58. OC invited the representative of ILO to consult with members of the Committee and other interested parties and, on that basis, to take the lead in developing a discussion paper for review by OC at its next session, as part of the process of preparing for the proposed ACC discussion.

59. The Committee considered that a key objective of this paper should be to introduce a comprehensive but also well-focused delineation of the concept of civil society, so as to assist OC in ensuring that the proposed ACC discussion made a significant contribution to policy development and led to specific policy outcomes.

60. OC considered that, to that end, the definition of civil society that should emerge from the paper should go well beyond encompassing international non-governmental organizations and other traditional United Nations system

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non-governmental partners, and endeavour to capture the wealth of experience and more recent efforts of a number of United Nations organizations to open a wider dialogue and establish closer links with a broad spectrum of civil society, from the private sector, the academic community and parliamentarians, to grass-roots organizations.

61. It was further considered that, in identifying policy issues for consideration by ACC, the discussion paper should aim at facilitating an assessment by ACC of the implications for the system of present trends, and the identification of desirable future directions for the system as a whole. The joint ACC statement on reform and strengthening of the United Nations system refers to two possible vantage points from which links with civil society might be assessed: their relevance to the system's effort to advance democratization in international relations and international cooperation; and their contribution to the capacity of the system to further its "people-centred sustainable development" objectives. Other policy dimensions of the issue may well emerge from the consultations to be undertaken in connection with the preparation of the discussion paper.

62. Members of OC stressed that the exercise should not be viewed as an attempt at imposing uniformity within the system, with regard either to specific practices or to the scope of relationships with civil society and the pace at which they should be developed. These are bound to vary from organization to organization in accordance with its specific requirements and the nature of its mandate. The goal of the ACC discussion should be to arrive at a common assessment of overall trends within the system in expanding partnerships with civil society; of the impact of different experiences and different practices on the system's overall capacity to further its peace-building and development objectives; and of aspects of policy development in this area that ACC could most productively address in the future.

## II. OTHER MATTERS

### A. Follow-up to the ACC conclusions on the strengthening and reform of the United Nations system

63. In addition to adopting a joint statement on the above subject, ACC decided that a synthesis report on developments in reform processes within the system should be prepared and updated from time to time. OC accordingly considered how the preparation of such a report should be approached. It was generally felt that the scope of the report should be as comprehensive as possible and cover managerial, as well as programmatic and organizational reforms, and address developments at both the secretariat and the intergovernmental levels. The report should be structured around different types of reforms and different managerial as well as substantive themes, as identified in the joint statement. An organization-by-organization presentation of the type followed in preparing the draft of the compendium of reform measures initiated at the High-level Meeting of CCAQ should be avoided to the extent possible. The report should be analytical, and aim at a synthesis with regard to the state of reform system-wide and its future directions. Along with reforms at the level of

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individual organizations, reform measures at the inter-agency level, including within the ACC machinery, should be covered and highlighted. Inter-agency arrangements at the country level should likewise be included. While the main target audience would be government delegations, it should be drafted in such a way as to appeal to a wider audience also outside of the system.

64. The view was expressed that the process of preparation of the report should contribute to improved knowledge, and to improved exchanges and dissemination of information among United Nations organizations on policy issues of system-wide interest. The Chairman indicated that he would consult with the secretariats of CCAQ, CCPOQ and other concerned inter-agency bodies, to ascertain what material was available, identify what further information needed to be sought from organizations, and develop an outline and a structure for the report which would be circulated to OC members for their comments. The hope was expressed that a draft of the report could be circulated before the end of the year. OC would then revert, at its next session, to the question of periodicity for the updating of this report.

#### B. Future sessions of OC and ACC

65. As indicated above in paragraph 53 of part I of the OC summary of conclusions, the annotations to the ACC agenda prepared by OC covered fixed dates for future sessions of ACC as well as specific dates for 1997.

66. ACC focused its discussions on fixing the dates of its next session, and decided to hold it on 10 and 11 April 1997, as proposed by OC. While the dates of 31 October and 1 November 1997 for the autumn session were retained as a tentative timing, some OC members subsequently indicated that these dates were not convenient for their executive heads, and would have to be reviewed at the next session.

67. With regard to the dates of the next OC session in Geneva, the week of 10 March 1997 was tentatively identified, taking into account, inter alia, the timing of the CCPOQ session, which had been scheduled for the week of 3 March. The view was expressed that it would be convenient, particularly for representatives of organizations based away from Geneva who would be attending both the CCPOQ and the OC sessions, for the two sessions to be held consecutively, so that the OC session could begin on Thursday 6 March in the afternoon, and continue during the early part of the week of 10 March.

#### C. Outstanding issues relating to the report of the Consultative Committee on Programme and Operational Questions (CCPOQ) on its ninth session, United Nations Headquarters, New York, 16-20 September 1996

68. OC reverted to the question of the database project for United Nations activities in European and Commonwealth of Independent States (CIS) countries, which had been presented to the April 1996 session of OC by a representative of the United Nations Office at Geneva, and had been further discussed in CCPOQ.

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OC members reiterated the interest of their organizations in the project. The Committee welcomed the indication provided by the representative of the United Nations Office for Project Services (OPS) that her Office was prepared to provide implementation services for the continuation and completion of the project. In response to a question, she considered that the technical problem of compatibility among the databases of the organizations contributing information for the project would not be difficult to overcome. The hope was expressed that external financing for the project would be obtained. The representative of OPS indicated that her Office could provide logistic, administrative and other support for this purpose.

69. OC also reverted to the recommendation emanating from CCPOQ that members of ACC should earmark specific funds for the participation of their representatives in the management of field coordination training workshops administered by the ILO International Training Centre at Turin.

70. The Chairman of OC informed members that the Secretary-General would, in the near future, be writing to members of ACC on the state of implementation of the United Nations Staff College project. In the same context, the Secretary-General would emphasize the importance of the management of field coordination training programmes of the Turin Centre, and call on members of ACC to accord the programme due priority and the necessary support.

D. Special session of the General Assembly on  
public administration and development

71. OC was briefed by a representative of the Department for Development Support and Management Services of the United Nations Secretariat on the outcome of the special session of the General Assembly on public administration and development. The Committee noted that steps had been initiated to include relevant aspects of the outcome of the special session in the work programme of the subgroup on governance of the Task Force on the Enabling Environment for Social and Economic Development. OC recommended that the Task Force on the Enabling Environment continue to pursue the integration of the outcome of the special session in its work, and invited CCPOQ, as well as the other two task forces and IACSD, to consider the implications of the special session for their respective work programmes and to make recommendations thereon, as required.

Notes

<sup>1</sup> A/CONF.157/24 (Part I), chap. III.

<sup>2</sup> General Assembly resolution 217 A (III).

<sup>3</sup> General Assembly resolution 46/151, annex, sect. II.

<sup>4</sup> Report of the United Nations Conference on Environment and Development, Rio de Janeiro, 3-14 June 1992, vol. I, Resolutions Adopted by the Conference (United Nations publication, Sales No. E.93.I.8 and corrigendum), resolution 1, annex II.



Annex I

ANNOTATED AGENDA

1. Adoption of the agenda

2. Preparations for the second regular session of 1996 of ACC

(a) Review of developments affecting international cooperation and development, and their implications for the United Nations system: Strengthening and reform of the United Nations system

1. In the context of its review of the functioning of the ACC machinery, ACC, at its first regular session of 1996, concluded that it should "strengthen its capacity to develop common assessments of the environment in which international cooperation and development are taking place and of the resource outlooks; of emerging developments among key constituencies and Governments; and of the expectations of member Governments and the public for the efficient and effective delivery of services, particularly at the country level, including linkages between bilateral and multilateral assistance and between emergency, post-emergency and development assistance" (ACC/1996/4, para. 41).

2. In preparing annotations for this agenda item, OC may wish to provide for an initial exchange of views by executive heads on recent developments affecting the environment for international cooperation and development, and make suggestions, in the light of the above ACC conclusions, on how such exchange might best be organized.

3. With regard to the specific theme to be considered under this item, in accordance with the ACC decision that it should, at each session, take up "one or two broad themes of central concern to the system" (ACC/1996/4, para. 42), it will be recalled that, in his letter of 2 August 1996, the Secretary-General suggested that it would be timely to have, at the October session, an in-depth discussion on the issue of the strengthening and reform of the United Nations system. The Secretary-General further proposed that consideration of the theme he had originally identified in his communication to executive heads of 23 May 1995 ("the strengthening of inter-agency coordination in situations where peacemaking or peacekeeping are to proceed in parallel with emergency relief, reconstruction and the resumption of economic and social development") be postponed to the 1997 spring session. Executive heads, in their replies, generally indicated their concurrence with these proposals.

4. A background note on the theme of the reform and strengthening of the United Nations system is currently being prepared, for submission to ACC. The note will review relevant developments at the intergovernmental level, including General Assembly resolution 50/227 and developments in the work of the Assembly working groups on an agenda for development and on the strengthening of the United Nations system, as well as proposals of system-wide concern contained in the communiqué adopted at the Group of 7 Summit in Lyon, and those emanating from relevant deliberations in other groups of Member States. The note will also endeavour to identify some policy issues on which ACC's discussions might

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be focused and will, in so doing, take into account the outcome of the next High-level Meeting of CCAQ, which will conduct an exchange of views and information on reform processes under way in the organizations of the system, with emphasis on financial and budgetary issues. That meeting has now been scheduled to take place in New York on 18 and 19 September. The note will thus be finalized and made available during the week of 23 September.

5. In suggesting possible elements of the outcome of the ACC discussions on this theme, OC may wish to consider the feasibility and eventual format of an ACC statement, which would, inter alia, provide an overview of reform processes under way in the organizations of the United Nations system, as well as at the inter-agency level, to respond to the changing requirements of the international environment.

(b) Follow-up, within the system, to ACC's initiatives and decisions

(i) Coordinated follow-up to international conferences

6. At the second regular session of ACC of 1995, executive heads reiterated that monitoring the follow-up by the United Nations system to recent global conferences would remain a main concern of ACC in the period ahead. In order to contribute to a coordinated and integrated follow-up, ACC decided that, in the future, it would review the implementation of the results of recent global conferences on the basis of a thematic approach, drawing on the work of its standing machinery and other relevant inter-agency mechanisms. At the same session, ACC decided to establish three ad-hoc inter-agency task forces to provide integrated support to follow-up action at the country level, around three interrelated themes:

(a) The enabling environment for social and economic development;

(b) Employment and sustainable livelihoods;

(c) Basic social services for all.

7. At its first regular session of 1996, ACC was informed of the initial work undertaken by these task forces and formulated recommendations to guide their further activities (ACC/1996/4, paras. 23-37).

8. A note reviewing developments in the work of the task forces, including actions taken to follow up these conclusions, as well as related developments at the national and international levels, is currently under preparation.

9. Under this item, the report of the eighth session of IACSD (ACC/1996/12), held at United Nations Headquarters in New York from 10 to 12 July 1996, will also be available. At that session IACSD, inter alia, reviewed preparations for the fifth session of the Commission on Sustainable Development and continued its consideration of arrangements for the 1997 special session of the General Assembly.

10. At its first regular session of 1994, the ACC took up the question of the follow-up to the Vienna World Conference on Human Rights, held in June 1993, and

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agreed on steps to be taken by the organizations of the system, individually and collectively, to contribute to the implementation of the Vienna Declaration and Programme of Action. These included periodic discussions in ACC with a view to furthering a coordinated approach by the United Nations system to the promotion and protection of human rights.

11. Subsequently, at the first regular session of ACC for 1996, ACC stressed that policy objectives such as the promotion of human rights should be pursued by each of the three task forces established to promote a coordinated and integrated follow-up at the global level and a coordinated national-level follow-up.

12. In 1998, two events are scheduled: the five-year review of the implementation of the Vienna Declaration and Programme of Action; and the fiftieth anniversary of the Universal Declaration of Human Rights, adopted on 10 December 1948.

13. In its resolution 1996/78 of 23 April 1996, the Commission on Human Rights recommended to the Economic and Social Council that it consider devoting the coordination segment at its substantive session of 1998 to the question of the coordinated follow-up to, and implementation of, the Vienna Declaration and Programme of Action as part of the 1998 five-year review. In the same resolution, the Commission invited ACC to continue to discuss the implication of the Vienna Declaration and Programme of Action for the United Nations system with the participation of the United Nations High Commissioner for Human Rights.

14. In its resolution 1996/42 of 19 April 1996, the Commission on Human Rights requested the United Nations High Commissioner for Human Rights to coordinate the preparations for the fiftieth anniversary of the Universal Declaration of Human Rights, and called upon United Nations organs and agencies, in the light of the purposes set forth in the Universal Declaration, to make an assessment and put forward pertinent conclusions on the state of implementation and the impact of existing international human rights instruments.

15. It is recommended that ACC decide to include in the agenda of its October 1997 session an item on the preparations for the five-year review and the fiftieth anniversary, and authorize the convening of inter-agency consultations in 1997 to prepare an assessment of the system's response to the Vienna Programme of Action and recommendations on a coordinated approach to the celebration of the fiftieth anniversary, for action by ACC.

(ii) African economic recovery and development

16. Pursuant to the relevant decisions taken by ACC at its second regular session of 1995, the United Nations System-wide Special Initiative on Africa was launched in March 1996. At its first regular session of 1996, ACC formulated a number of conclusions and recommendations to guide the further implementation of the Initiative (ACC/1996/4, paras. 5-22).

17. A note informing ACC of developments since the first regular session of 1996, in the light of the recommendations formulated by ACC at that session, is currently being prepared, and will be finalized taking into account the outcome

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of the forthcoming meeting of the Steering Committee of the United Nations System-wide Special Initiative on Africa (New York, 20 September 1996).

(c) Other matters

(i) Functioning of ACC and its subsidiary machinery

18. At the second regular session of ACC of 1995, OC was requested to review the programmes of work and scheduling of meetings of inter-agency bodies within the ACC machinery, and to make recommendations for their streamlining. The Committee was further invited to strengthen its capacity to monitor, and report on, the follow-up to ACC decisions within the ACC machinery as well as within individual organizations of the system. It was subsequently concluded that these tasks would best be pursued as part of an overall review of the experience with the 1993 reorganization of the ACC machinery, provided for in the decisions adopted by ACC at that time.

19. At its first regular session of 1996, ACC had before it a number of proposals submitted by OC on steps to further reinforce ACC's own functioning and streamline the working methods and meeting requirements of its subsidiary bodies.

20. In the light of these proposals, ACC adopted some measures to enhance its own effectiveness and methods of work, and agreed on a number of considerations to guide the further review of the functioning of its subsidiary machinery. It requested OC to prepare a final report for its consideration at the second regular session of 1996. (See, in this connection, paragraphs 30-51 of the summary of conclusions of ACC at its first regular session of 1996 (ACC/1996/4); moreover, paragraphs 38,<sup>a</sup> 40 and 41<sup>b</sup> of the summary of conclusions of OC at its first regular session (ACC/1996/2), part II, are also relevant in this context.)

21. A note, taking into account the guidelines and considerations agreed upon by ACC as well as specific suggestions made by executive heads, is under preparation, and will be circulated to members in advance of the OC session to facilitate the preparation by the Committee of its submission to ACC.

22. Under this item, OC will also need to recommend to ACC a fixed periodicity for its two annual sessions in the future, as decided by ACC.

23. The agreed conclusions<sup>c</sup> adopted by the Economic and Social Council at its 1996 coordination segment on the coordination of the United Nations system activities for poverty eradication are especially relevant to OC's consideration of this item. A note on the matter will be circulated at the meeting.

24. In response to an expression of interest by the Bureau of the UNU Council about the possibility of UNU's participation in ACC, the Secretary-General has indicated to the University Rector that he attaches great importance to ensuring that UNU is effectively integrated in the work of the United Nations system. At the same time, arrangements for UNU's participation in the ACC machinery must take into account the particular status of UNU, which differs from that of the specialized agencies and other intergovernmental organizations whose executive heads make up the membership of ACC itself. In that light, it is proposed that

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UNU be invited to be represented in the consultative and inter-agency committees constituting the subsidiary machinery of ACC. As far as ACC itself is concerned, arrangements would be made to inform UNU of the Committee's work programme, so as to enable the University to indicate whether the agenda of any given session includes an item to whose consideration UNU, in view of the research and related activities it has conducted, would have an especially important contribution to make. In that light, the Secretary-General would recommend to ACC the participation of the Rector in the relevant ACC discussions. Provision would also be made for periodic consultations, at a suitable time in UNU's planning cycle, between the Rector of the University and ACC members, aimed at identifying research topics, for inclusion in UNU's programme, that would serve to maximize UNU's contribution to the work of the system.

25. OC may wish to convey these arrangements to ACC for its endorsement.

(ii) Administrative questions

26. ACC will have before it for its consideration a report on the conclusions reached at the High-level Meeting of CCAQ held at United Nations Headquarters, New York, on 18 and 19 September 1996. The meeting was scheduled to focus on (a) the managerial and budgetary aspects of the reform processes under way in the United Nations system; and (b) the perspective of the organizations of the system on the future role of the Joint Inspection Unit (JIU), in the light of recent developments. The outcome of the meeting on the former item is also referred to under agenda item 2 above. The latter item was included in the agenda of the meeting in order to prepare ACC's consideration of the future role of JIU, as decided by ACC at its last session.

27. Under this item, the attention of ACC will also be drawn to any issues arising from the reports of CCAQ(PER) and CCAQ(FB) (see agenda item 3 (a) (i) and (ii)) requiring ACC's action.

28. It is envisaged that, in accordance with established practice, arrangements will be made for ACC, in the context of its consideration of this agenda item, to hear statements from, and to have an exchange of views with, the Chairman of ICSC, and representatives of the Federation of International Civil Servants' Associations (FICSA) and the Coordinating Committee for International Staff Unions and Associations of the United Nations System (CCISUA).

29. Under this item, OC will need to finalize the ACC statement on conditions of service, for submission to the General Assembly, in the light of the communications on the subject sent to members of OC by the Secretary of ACC since the last session of the Committee.

(iii) Other issues

30. Other issues arising from the OC session, and from the reports of other subsidiary bodies requiring ACC's action or attention, will be identified and brought to the attention of ACC.

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31. Arrangements will be made during the OC session for the preparation of a single paper for ACC, which would also serve as the annotated agenda, and incorporate all material requiring ACC's attention and/or action.

3. Work of ACC consultative committees and other inter-agency bodies

(a) Work of ACC consultative committees

- (i) Report of the eighty-fourth (ACC/1996/14, annex III) and eighty-fifth (ACC/1996/14) sessions of CCAQ(PER), United Nations Office at Vienna, Vienna, 9-12 April 1996, and United Nations Headquarters, New York, 22-26 July 1996, respectively
  - (ii) Report of the eighty-fifth session of CCAQ (FB) (document ACC/1996/15), United Nations Headquarters, New York, 26-30 August 1996
  - (iii) Report of the eighth meeting of IACSD (document ACC/1996/12), United Nations Headquarters, New York, 10-12 July 1996)
  - (iv) Report of CCPOQ at its ninth session (document ACC/1996/16), United Nations Headquarters, New York, 16-20 September 1996
- (b) Reports of bodies reporting to OC
- (i) Report of JUNIC at its twenty-second session (document ACC/1996/13), Palais des Nations, Geneva, 3-5 July 1996
  - (ii) Report of the Ad Hoc Inter-Agency Meeting on Security (document ACC/1996/21), Palais des Nations, Geneva, 8 and 9 May 1996
  - (iii) ISCC has not met since the last session of OC: At its last session, "OC expressed appreciation for the progress being made by ISCC in pursuing the objectives outlined in its terms of reference, and agreed to continue its review of the work of ISCC in the context of the ongoing overall review of the functioning of ACC and its subsidiary machinery" (ACC/1996/2, para. 35). Under this sub-item, OC will also need to act on the appointment of a new Chairperson for ISCC. ISCC focal points, after consultations by correspondence, have proposed Ms. Kerstin Leitner (UNDP) as the Committee's Chairperson for the next biennium.

4. Relationships between the organizations of the United Nations system and civil society

32. At its first regular session of 1996, ACC agreed to include in the agenda of its next session an item on the relationship between the organizations of the United Nations system and civil society, in the light of developments in organizations and ongoing work within the ACC machinery. It noted that the Chairman would write to organizations on arrangements for the preparation of a background paper on the item. A note prepared in accordance with this decision will be before the Committee.

5. Other matters

(a) ACC report to the UNEP Governing Council on international cooperation in the field of the environment

33. ACC reporting to the Governing Council of UNEP has now been placed on a biennial basis, and each report is to address a specific topic. The topic selected through inter-agency consultations for the next report, which is to be placed before the Governing Council at its next session, in January 1997, is the "Follow-up to the Washington conference on marine pollution from land-based activities". A draft of this report is currently being finalized, in consultation with all concerned organizations, and will be made available by UNEP in advance of the OC session.

(b) Future sessions of OC and ACC

34. The Organizational Committee will need to make recommendations on ACC's work programme, and decide on its own programme, for 1997 (see also, in this context, para. 16 above).

Notes

<sup>a</sup> In connection with its consideration of the agenda item on "co-location in Geneva of inter-agency-financed secretariats of ACC subsidiary bodies" at its last session, "OC decided to revert to this issue in the context of the final report on the functioning of ACC and its subsidiary machinery. It agreed to pursue the matter not only from the point of view of co-location but also in terms of other possible measures of integration that, while retaining the distinct identity of each secretariat and its direct links with the inter-agency body concerned, would facilitate closer substantive and administrative cooperation and teamwork, which would be possible under rotating leadership" (ACC/1996/2, para. 38).

<sup>b</sup> Time did not enable OC, at its last session, to undertake its review of "Policy and programme developments in organizations of the United Nations system". The Committee decided to revert, at its second regular session of 1996, "to arrangements for the conduct of these reviews, in the context of the agenda item on the functioning of ACC machinery" (ACC/1996/2, para. 41).

<sup>c</sup> See A/51/3 (Part I), chap. III, sect. A, para. 2.

Annex II

LIST OF PARTICIPANTS

(Part I, New York, 30 September to 3 October 1996)

Chairman: P. Civili (United Nations)

Secretary: C. Hackett (United Nations)

United Nations entities and programmes

United Nations

Department for Policy Coordination and Sustainable Development	S. Khan
United Nations Centre for Human Rights	E. Stamatopoulou-Robbins
United Nations Centre for Human Settlements	U. Kirdar A. P. Celik
Regional commissions, New York office	S. Al-Bassam
United Nations Conference on Trade and Development	K. Kousari
United Nations Environment Programme	A. Z. Amin
United Nations Children's Fund	A. Vaher N. Galer
United Nations Development Programme	T. Gordon-Sommers G. Gabriel N. Chandavakar E. Wilkens
United Nations Population Fund	M. Simonen R. Synder
Office of the United Nations High Commissioner for Refugees	S. Berglund
United Nations International Drug Control Programme	S. Bryant
United Nations Relief and Works Agency for Palestine Refugees in the Near East	W. Lee
World Food Programme	M. Hyder

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Specialized agencies, IAEA and World Tourism Organization

International Labour Organization	G. Minet
Food and Agriculture Organization of the United Nations	B. Touré F. Weibgen T. Murata
United Nations Educational, Scientific and Cultural Organization	L. Schaudinn N. Sibal
International Civil Aviation Organization	G. Griffiths
World Health Organization	Y. Kawaguchi Maaza Bekele
World Bank	E. Pachter
International Monetary Fund	J. B. Zulu H. Shugarman
International Telecommunication Union	A. Boussaïd
World Meteorological Organization	S. Chacowry
World Intellectual Property Organization	K. J. Suedi
International Fund for Agricultural Development	U. Abhyankar
United Nations Industrial Development Organization	G. Papuli
	* * *
International Atomic Energy Agency	B. Andemicael M. O'Dell
	* * *
Consultative Committee on Programme and Operational Questions	D. Deane
	* * *
Joint United Nations Information Committee	M. Qadrud-din
	* * *
Ad Hoc Inter-Agency Meeting on Security	D. Russler

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Annex III

LIST OF PARTICIPANTS

(Part II, New York, 26, 28 and 29 October 1996)

Chairman: P. Civili (United Nations)

Secretary: C. Hackett (United Nations)

United Nations entities and programmes

United Nations

Department for Policy Coordination and Sustainable Development	S. Khan
Department for Development Support and Management Services	G. Bertucci
United Nations Office for Project Services	L. Canuto
United Nations Environment Programme	A. Z. Amin
United Nations Children's Fund	A. Vaher
United Nations Development Programme	G. Gabriel N. Chandavakar E. Wilkens
United Nations Population Fund	M. Simonen
Office of the United Nations High Commissioner for Refugees	N. K. Mbaidjoc
United Nations International Drug Control Programme	G. Day
World Food Programme	M. Hyder

Specialized agencies, IAEA and World Tourism Organization

International Labour Organization	G. Minet
Food and Agriculture Organization of the United Nations	F. Weibgen
United Nations Educational, Scientific and Cultural Organization	L. Schaudinn
International Civil Aviation Organization	G. Griffiths

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World Health Organization	Y. Kawaguchi Maaza Bekele
World Bank	E. Pachter
International Telecommunication Union	J.-P. Baré
World Meteorological Organization	S. Chacowry
International Maritime Organization	F. Labastida
World Intellectual Property Organization	K. J. Suedi
International Fund for Agricultural Development	U. Abhyankar
United Nations Industrial Development Organization	G. Papuli
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International Atomic Energy Agency	M. Opelz

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