



General Assembly

Distr.
GENERAL

A/39/145 + Corr 1
25 September 1984

ORIGINAL: ENGLISH

Thirty-ninth session
Agenda item 113

JOINT INSPECTION UNIT: REPORTS OF THE JOINT INSPECTION UNIT

Implementation of the recommendations of the Joint Inspection Unit

Report of the Secretary-General

1. The General Assembly, at its twenty-seventh session, requested the Secretary-General to submit annually to the General Assembly a succinct report on those major recommendations of the Joint Inspection Unit (JIU) affecting the United Nations that had not been implemented, together with the reasons therefor. At its thirty-second session, the General Assembly adopted resolution 32/199 of 21 December 1977, by which it decided that the future reports of the Secretary-General on implementation of the recommendations of JIU should provide concise information only with regard to those reports that have been indicated by the Unit to be of interest to the General Assembly, one of its Main Committees or its other subsidiary organs. The present report is submitted in accordance with those decisions.

2. Consequently, in the present report, the Secretary-General has included the status of implementation of the recommendations contained in the JIU reports relating to the following matters:

(a) Contribution of the United Nations system to the conservation and management of Latin American cultural and natural heritage - JIU/REP/82/5 (A/37/509),

(b) United Nations system co-operation in developing evaluation by Governments - JIU/REP/82/12 (A/38/333),

(c) Activities of the United Nations Sudano-Sahelian Office - JIU/REP/83/1 (A/38/180),

(d) United Nations Department of Technical Co-operation for Development - JIU/REP/83/2 (A/38/172),

(e) Progress report on the implementation of recommendations on regional programmes in the conservation and management of African wildlife - JIU/REP/83/3 (E/1984/3),

(f) Field offices of the United Nations Development Programme - JIU/REP/83/4 (DP/1983/67),

(g) United Nations Department of International Economic and Social Affairs - JIU/REP/83/7 (A/38/334),

(h) Report on UNRWA - JIU/REP/83/8 (A/38/143).

A. Contribution of the United Nations system to the conservation and management of Latin American cultural and natural heritage

3. This report was submitted to the General Assembly at its thirty-seventh session under cover of a note by the Secretary-General (A/37/509). The related comments of the Secretary-General were submitted in document A/38/170. The report assessed the activities of the organizations of the United Nations system concerned in the conservation and management of the cultural and natural heritage of Latin America. The JIU study followed similar exercises relating to African cultural and natural heritage.

Recommendation 1. "Consideration should be given to creation of a single regional intergovernmental forum, under the auspices of Economic Commission for Latin America, open to government representatives at the highest possible level of representation and to the organizations of the United Nations system, as well as the Organization of American States and other regional organizations, to discuss and agree on common approaches to conservation-oriented development with a view to formulating a comprehensive regional strategy and a plan of action. The possibility of appointing a group of senior government advisers for environment and conservation of heritage - based on the precedent set by the Economic Commission for Europe - should be explored. The Greater Caribbean Basin Plan of Action should serve as a model for collaborative efforts in the field of conservation of heritage."

4. The United Nations Development Programme (UNDP) has sponsored several national and regional projects in the field of natural and cultural heritage in the region. As stated in the report, there is in Latin America a substantial store of knowledge and expertise in this field which has permitted a rich exchange of experience among the countries. Overcoming the lack of a regional institution, forum, network or programme could be the objective of a next step in this matter, should the countries in the region so decide. However, further examination should be given to the point raised concerning the creation of a new regional organism. As suggested in the report, it seems appropriate that any action in this direction should be implemented within the established international or regional organizations.

Recommendation 3. "The organizations of the United Nations system - particularly those mainly concerned with conservation and management of

heritage - should implement the World Conservation Strategy and encourage the adoption by Governments of sustainable development policies. In order to achieve maximum results they should co-operate closely and co-ordinate their programmes and activities and ensure that their activities and those of the Organization of American States and other development co-operation agencies, including the non-governmental organizations such as the International Union for Conservation of Nature and Natural Resources, are mutually supportive."

5. While not mainly concerned with conservation and management of heritage, UNDP, through its country programming procedure, attempts on a continuing basis to ensure that the activities of all development co-operation agencies are co-ordinated and mutually supportive.

Recommendation 4. "The United Nations system, particularly the United Nations Environment Programme, United Nations Development Programme, Food and Agriculture Organization of the United Nations and United Nations Educational, Scientific and Cultural Organization should substantially increase resources devoted to conservation through the review of their priorities and through greater effort to attract additional resources from inside and outside the United Nations system."

6. The priorities for the use of UNDP resources are established by Governments, both on a country-by-country and regional basis.

Recommendation 8. "Exchange of information and action concerning educational programmes and consciousness-raising campaigns in heritage conservation and eco-development should be framed as a collaborative effort that would include the organizations of the United Nations system directly concerned, regional intergovernmental organizations such as the Organization of American States, and non-governmental organizations."

7. This recommendation has been among the objectives of several activities carried out under the regional project RLA/83/002, which included the strengthening of regional and interregional activities for technical co-operation among developing countries (TCDC). Co-operation between Latin America and Africa has been emphasized, particularly between Brazil and the Portuguese-speaking countries in Africa.

B. United Nations system co-operation in developing evaluation by Governments

8. The JIU report on United Nations system co-operation in developing evaluation by Governments (A/38/333) was submitted to the General Assembly at its thirty-eighth session, together with the comments thereon of the Administrative Committee on Co-ordination (A/38/333/Add.1).

Recommendation 1. "Each organization, and particularly its evaluation unit or units, should consider the following set of actions on a continuing basis:

(a) Assess its internal evaluation system policies, procedures and activities to ensure that while maintaining internal accountability they also facilitate and support, rather than hinder, Governments' own evaluation and management improvement efforts. Organizations should also seek to maximize opportunities for substantive participation by the Governments concerned (paras. 9-11, 42, 46-57, 116, 121, 130, 134);

(b) Seek out opportunities and arrangements for co-operation and co-ordination in monitoring and evaluation activities with Governments and other development organizations when formulating and implementing projects and programmes, including multidisciplinary and multi-sectoral work and government execution of projects (paras. 4, 8, 13, 24, 29-31, 45, 51-57, 69-72, 136);

(c) Be alert to opportunities for specific technical co-operation projects, in support of evaluation as well as built-in evaluation of projects or programmes, special financial support and field-level activities that can encourage and strengthen monitoring and evaluation efforts by Governments. Parallel to this, organizations should develop and maintain data on relevant evaluation needs, resources, skills and contacts (paras. 22, 25, 27-28, 40, 61, 76-89, 91-93, 110-113, 117, 138);

(d) Seek out opportunities to identify, use and support national, subregional and regional institutions in the organization's evaluation work (paras. 8, 20-21, 97, 114);

(e) Help develop opportunities for sharing monitoring and evaluation experience and information among countries and development organizations through pragmatic, action-oriented workshops, seminars and reports (paras. 8, 13, 25, 59-61, 67-68, 70, 115);

(f) Identify co-operative possibilities for training in monitoring and evaluation, particularly in developing countries and as a part of broader development management training, and seek to utilize Governments' own evaluation products as part of general training materials (paras. 43, 48, 52, 68, 117, 132);

(g) Ensure that monitoring and evaluation ideas and practices are an explicit, active and integral element in its overall development co-operation policies and guidance (paras. 2, 15, 27-31, 44, 51, 63-66, 102-106, 125-127)."

9. Implementation of this recommendation has begun with creation in UNDP of the Central Evaluation Office of the Bureau for Programme Policy and Evaluation in October 1983. This Office's mandate specifically requires it to assist the regional bureaux in UNDP and the executing agencies in extending assistance to developing countries to enhance their capacity for evaluation.

10. The new proposed guidelines on monitoring, evaluating and reporting on UNDP projects and programmes stress the role of national and regional resources and institutions in UNDP's evaluation work and specifically require that evaluation projects be undertaken as a tripartite exercise with full participation of the Government(s) concerned.

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11. Specific technical co-operation projects to strengthen the evaluation capacity of the Government are under discussion with Nepal and Yemen. Furthermore, as an aid to exchange of ideas and experience among them UNDP has issued a directory of evaluation offices and institutions in developing countries. With regard to training activities, UNDP's Central Evaluation Office participated actively in a seminar for anglophone African development planners held in Botswana in April 1984, organized by the United Nations Institute for Training and Research (UNITAR) and UNDP, and it will be participating in one for francophone planners in Kigali in September 1984.

Recommendation 2. "The Administrative Committee on Co-ordination should consider specific areas, roles, arrangements and mechanisms that could be developed to better encourage and co-ordinate joint United Nations system and other activities to help strengthen evaluation by Governments."

12. This recommendation has been put into effect by re-drafting of guidelines on evaluation taking into account the glossary of evaluation terms and the recommendations put forward earlier by JIU and giving emphasis to tripartite system principles. It is hoped that this could be developed into a common evaluation system covering all United Nations operational activities for development and all trust-fund activities undertaken by United Nations. This will greatly simplify the task of recipient Governments in coping with the various evaluation guidelines now in existence and in enhancing their own participation in such evaluation.

13. UNDP already supports a number of projects in the planning field that help, inter alia, to strengthen evaluation by Governments. An increased and more focused effort is foreseen in the immediate future. As noted above, some specific projects in this area are currently under discussion with the Governments of Nepal and Yemen.

Recommendation 3. "The governing bodies of the organizations might consider issuing a statement of policy that would, in the context of their operational activities for development, stress the value of support to the efforts of Governments to establish or improve evaluation. Such a statement of policy should also encourage the allocation of specific resources to this task. Governing bodies might also request, in future reports on their organization's general evaluation activities, a periodic discussion of actions being taken to encourage evaluation by Governments."

14. The Governing Council of UNDP by its decision 83/12 of 24 June 1983 noted with satisfaction the interest of the Administrator of UNDP to create a separate Central Evaluation Office whose mandate specifically includes assistance to developing countries to enhance their capacity for evaluation. UNDP has always seen evaluation as a tripartite exercise, and encouraged the participation of Governments in evaluation at the working level. The proposed new UNDP policies and procedures stress this involvement. At the thirty-first session of the Governing Council, broad-based support was expressed for the enhancement of evaluation capacities of developing countries.

C. Activities of the United Nations Sudano-Sahelian Office

15. A report on this subject was submitted to the General Assembly at its thirty-eighth session under cover of a note by the Secretary-General (A/38/180). The related comments of the Secretary-General are contained in document A/38/180/Add.1. The report first examined the history, structure and mandate of the United Nations Sudano-Sahelian Office (UNSO). It then outlined in detail UNSO's methodology for identifying, planning, programming, formulating, implementing, monitoring, evaluating and following up on projects. The report also considered how UNSO acquired funding for its projects, its relations with external entities and its role in co-ordination. The report concluded with a set of seven recommendations.

16. Recommendations 1, 2, 4, 5, 6 and 7 are being implemented.

Recommendation 3. "... UNSO should encourage the formulation of a global strategy for combating drought and desertification in Africa by co-ordinating the activities of an inter-agency group composed of the most competent individuals in the field, who would draw up a document to be considered at a regional seminar that it would organize and that would bring together national technical services, regional organizations, relevant United Nations organs and specialized agencies and donors."

17. While UNSO has not established the proposed inter-agency group, it has been particularly active in the organization of national and regional seminars and workshops on the subject of desertification. It has in this connection assisted the Permanent Inter-State Committee on Drought Control in the Sahel (CILSS) in the preparation of "Action Plan: Sahel", an action-oriented inventory of priority short- and medium-term needs relating to drought and desertification in the Sahel.

18. It has also contributed recently to the funding of and participated in a conference convened by the President of Senegal on the subject of desertification. The objective of the conference was to elaborate a regional strategy to combat desertification. Technicians from CILSS, the Economic Community of West African States (ECOWAS) and four Maghreb countries were invited to attend. All United Nations agencies concerned and other donors were also invited. The final report and recommendation of this conference will be available shortly.

D. Progress on the implementation of recommendations on regional programmes in the conservation and management of African wildlife

19. The JIU report on progress on the implementation of recommendations on regional programmes in the conservation and management of African wildlife (E/1984/3) was submitted to the Economic and Social Council at its second regular session of 1984, together with the related comments of the Secretary-General (E/1984/3/Add.1). The information below relates to Recommendation 1 (b).

Recommendation 1. "The Secretariat of the Economic Commission for Africa should as a matter of urgency:

(a) ...;

(b) Consult Member States to reconsider their call for a change of the legal status of Garoua and Mweka since the two colleges, as national institutions, are already meeting some of the objectives of the ECA Resolution and one of them, Garoua, has continued to receive support under regional indicative planning figures (IPF) since 1974. Instead, the two colleges under government execution for UNDP programmes could host a regional programme (paras. 19 and 44);

(c) ..."

20. The regional programme for Africa (1982-1986) was approved by the Governing Council in May 1982. At the end of 1982, the Administrator of UNDP decided that budget levels would only be authorized for up to 55 per cent of the IPF figures for the 1982-1986 cycle. As commitments exceeded the authorized budget level (ABL) by close to \$60 million, in-depth consultations were undertaken with the intergovernmental organizations in Africa and the executing agencies, including the Food and Agriculture Organization of the United Nations, executing agency for the project RAF/74/056 - Wildlife School, Garoua, Cameroon, which was scheduled to terminate at the end of 1982. The Mweka College, United Republic of Tanzania, had previously not received any support from the regional programme for Africa. It was agreed with FAO that an additional allocation of \$120,500 would be made available in order to consolidate the Mweka College into a viable African TCDC institution. Specifically, the objectives of this new phase of UNDP assistance are:

(a) To advise on the institutional arrangements of the Mweka College with regard to its regional and TCDC functions, the constitution of policy-making bodies in particular, and to determine what is necessary to strengthen it;

(b) To review the requirements and needs in the field of wildlife management training for the whole of the African region with a view toward strengthening other possible mechanisms for co-operation.

21. It is understood that funding for the two colleges (Mweka and Garoua) will be restored to its original level (\$1.5 million) as soon as UNDP is authorized to budget up to 80 per cent of the IPF, which was the assumption under which the regional programme for Africa had been formulated. UNDP is also actively pursuing third-party cost sharing for these projects.

22. Other recommendations in the report have been fully or partly implemented and in some cases are in the process of implementation. Continued consultations of ECA with other United Nations agencies about collaborative and co-operative efforts in the implementation of the recommendations of the report have resulted in the recommendation to establish a task force to:

(a) Review the report, assess its full implications and formulate strategies in the implementation of recommendations therein;

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(b) Work out an alternative formula for increased participation in regional training activities at existing nationally owned wildlife management and conservation training institutions;

(c) Examine alternative options, if necessary, including the establishment of new ones, for the implementation of recommendation 1 of the report;

(d) Prepare a technical assistance document as an interim measure for the regional strategy in the development, management and conservation of African wildlife;

(e) Formulate strategies for collaboration and co-operation among United Nations agencies, including non-governmental voluntary agencies;

(f) Determine the modalities for increased financial inputs by Governments as well as United Nations agencies in the development of programmes for the effective management and conservation of wildlife and increased participation in and support of regional training efforts in these areas.

E. Field offices of the United Nations Development Programme

23. The Governing Council of UNDP considered this report (DP/1983/67) at its thirty-first session (June 1984) together with the comments of the Secretary-General thereon, contained in document DP/1984/7.

Recommendation 1. "Strengthening field offices: The Governing Council decision 82/18 on increased host Government contributions to local office costs should be implemented in order to reduce the burden of the UNDP field establishment on UNDP's administrative and programme support budget. In addition, the practical feasibility of the following options should be examined with a view to strengthening the field office network:

(a) Host Governments should, for cost-effective reasons, consider the possibility of unifying the country offices of the United Nations system under common premises, and should provide adequate support and facilities to the various organizations that may be represented in their countries (paras. 14 and 91);

(b) Governments should be encouraged to second officials to the field offices in their countries for specific periods in the context of UNDP's national officer scheme (paras. 97-100);

(c) Redeployment of some posts from UNDP headquarters to the field, especially to the least developed countries (paras. 94-95 and 110);

(d) The financing of a core of field office central functions from the United Nations regular budget, especially in cases where the resident co-ordinator position has clearly increased field office workload (para. 101);

(e) Although it is recognized that the financing of field offices from the regular budgets of the various organizations served by UNDP might not be acceptable at the present time of economic crisis, the possibility should be carefully considered of gradually integrating the existing country representations of United Nations organizations and agencies into field offices of the United Nations system financed, when economically appropriate, through proportional contributions of United Nations system organizations (para. 102)."

24. The Council accepted recommendation 1 on the strengthening of field offices, but took note of the Secretary-General's comment that a policy recommendation regarding general contributions to the cost of UNDP field offices should await a full examination of all field offices of all the organizations of the system including the related cost, and that the role of the resident co-ordinator should be taken into account. The JIU has already included in its work programme a study of the field offices of the organizations of the system other than UNDP. Meanwhile the Administrator is initiating a review of the staffing and other needs of the field offices particularly in the least developed countries in Africa.

Recommendation 2. "Policy implementation: In exercising its responsibility for co-ordination of the system's technical co-operation activities at the country level, UNDP should give special attention to the application and articulation of the system's development strategies and operational policy concepts. To this end, the co-operation of all organizations and agencies would be needed. Specific guidelines should be developed for the implementation of and compliance with these policy concepts within the context of the country programming process (paras. 19-22)."

25. The Governing Council also accepted recommendation 2 on policy implementation, taking into account the relevant comment of the Secretary-General. As suggested by the Secretary-General, this matter is to be taken up by the Administrative Committee on Co-ordination (ACC).

Recommendation 3. "Substantive programme functions: UNDP should maintain as a priority the rationalization of field office administrative functions in order to permit field offices to devote more time to substantive programme management, analytical work, forward planning and evaluation (paras. 27-29, 48-51)."

26. Recommendation 3 on substantive programme functions was also accepted by the Governing Council, bearing in mind that substantive programme work remains the major part of the workload of most field offices. Subject to this, the Administrator will continue to accord priority to rationalization of field office administrative functions and to ensuring that substantive work continues to form the backbone of field offices' workload.

Recommendation 4. "Personnel questions: UNDP should consider the implementation of the following measures:

(a) The reassignment policy should be actively pursued and staff rotation between geographic regions and between the field and headquarters should be increased (para. 54);

(b) The competitive examinations organized by the United Nations Office of Personnel Services for external recruitment of young professionals should be utilized by UNDP as a source for recruiting young competent staff into the UNDP career system (para. 71);

(c) United Nations system organizations should be encouraged to recruit staff from the pool of local professional officers who have had some years of experience in UNDP field offices (para. 76);

(d) Career planning for UNDP staff should include the possibility of increased staff secondments and exchanges with United Nations system organizations (paras. 65-67)."

27. The Governing Council also accepted those parts of recommendation 4 on personnel questions contained in paragraphs (a), (c) and (d) noting that these recommendations were already an integral part of UNDP personnel policies and practices. The Council did not, however, accept the recommendation in (b) for the reasons stated in paragraph 25 of the Secretary-General's comments (DP/1984/7).

F. Report on UNRWA

28. The report of the Joint Inspection Unit on the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) (A/38/143) was submitted to the General Assembly at its thirty-eighth session together with the comments thereon of the Secretary-General and the Commissioner-General of UNRWA (A/38/143/Add.1). Comments on relevant recommendations of the report were made orally by the representative of the United Nations Educational, Scientific and Cultural Organization (UNESCO) during the consideration of the report in the Special Political Committee (A/SPC/38/SR.33, paras. 61-65).

29. The report contained 15 specific recommendations covering the Agency's programme and operation, management problems and institutional questions. Recommendations 3, 4 (ii) and 5 are implemented. Recommendation 8 is addressed to the General Assembly. Other recommendations have been implemented in part or are in the process of implementation. Comments on these recommendations and on those not implemented are set out below.

Recommendation 1. "Biennial work plans similar to the one prepared for education should be drawn up for the health and relief programmes. The priority areas of attention - especially concerning the construction, repair and maintenance of UNRWA premises in each of the fields - should be clearly identified. The work plans should be prepared in conjunction with the improved programme budget process recommended below."

30. Work to prepare a biennial work plan for the health programme and triennial plan for building construction and maintenance is in progress and that for the relief programme will follow when circumstances permit.

Recommendation 2. "Supplementary funding for specific projects should be encouraged whenever appropriate. The potential of small-scale income-generating development projects sponsored by UNRWA (such as co-operatives) should be more fully explored. UNRWA should therefore undertake a feasibility study and submit its findings to the thirty-ninth session of the General Assembly. If the results of the feasibility study prove to be sound, the organizations of the United Nations system could contribute funds, technical and other support to such projects until they become self-supporting."

31. The Agency is seeking funds for specific projects within its regular budget and has already had some success in attracting specially earmarked donations from Governments, inter-governmental organizations, other United Nations agencies and non-governmental organizations. Until the regular budget (which represents the minimum requirements to maintain essential services at present levels) is fully funded, the Agency is unable to divert resources to auxiliary projects, however much they might improve the quantity and quality of its services.

32. Nevertheless, a pilot programme of income-generating projects has been embarked upon in Lebanon, where the refugees have exceptional difficulty in finding employment. The assistance of non-governmental organizations and the expertise of other United Nations agencies are being drawn on. In the light of experience with this scheme, the feasibility of extending it to other fields can be examined.

Recommendation 4 (i). "Whenever possible unsatisfactory rented schools should be replaced by schools constructed by UNRWA. The possibility should be considered of establishing a revolving fund for school construction to replace rented schools, to be financed from savings in operating costs (para. 33). In order to reduce delays in school and other construction and repair, two of the six posts of senior architectural technicians now stationed in Vienna should be transferred to field offices and delegated increased authority (para. 34). A study should be made by UNRWA, with the participation of medical staff, on how best to solve the problem of the lack or inadequacy of heating in many classrooms (para. 35)."

33. So far as finance and the availability of sites allows, efforts are continuing to replace unsatisfactory rented schools. These efforts are financed by special capital provision, operating savings made available through a revolving fund being inadequate to finance the programme.

34. For reasons already stated by the Commissioner-General (para. 5 of A/38/143/Add.1), it is not proposed to transfer staff from the Technical Office in Vienna to two of the five field offices. A study of inadequate heating of school classrooms is in progress.

Recommendation 4 (iii). "Textbooks used in UNRWA schools are cleared by UNESCO. Among these, those cleared for use in Gaza and the West Bank have been subjected to scrutiny by the Israeli occupation authorities leading to a refusal of import permits in some cases. All books cleared for use by UNESCO should be admitted without question by the occupation authorities. UNESCO should speed up its clearance process (para. 38)."

35. Continuous efforts are made by UNRWA's field directors to persuade the Israeli occupation authorities to permit the importation of cleared textbooks without hindrance.

Recommendation 4 (iv). "UNRWA vocational training should be greatly expanded as a first priority. UNRWA, together with UNESCO, should induce Governments, inter-governmental organizations, non-governmental organizations, private firms and individuals to contribute funds and equipment. Decisions on the expansion of existing courses should be based on employment surveys conducted with International Labour Organisation (paras. 40-45)."

36. Vocational training is being given priority attention and special funding has been obtained to improve and expand courses. Employment surveys are conducted periodically within the Agency's own resources. No need has so far arisen to involve ILO, although the recommendation is noted.

Recommendation 4 (v). "Only a very small number of university scholarships are available to refugees. UNESCO, UNRWA and the other organizations of the United Nations system should renew their efforts for better implementation of the General Assembly resolutions appealing for grants and scholarships from Governments, specialized agencies and non-governmental organizations (paras. 46-47)."

37. Efforts are being renewed but response so far remains poor.

38. Recommendation 6 is implemented to the extent that resources permit. If additional funding were available, assistance to the destitute would have priority among the improvements UNRWA wishes to make to its programmes and would take a variety of forms. General Assembly decision 36/462 of 16 March 1982 called on donors of contributions in kind to give cash instead. If this were done, the Agency would have the greater flexibility necessary to respond to the various suggestions in the JIU recommendation.

Recommendation 7. "A clearer and more precise system of budget presentation should be introduced that would enable Member States to discuss the budget and understand exactly the consequences of the level of contributions they set for the Agency. Such a system might include the following steps:

- (i) A document distinct from the annual report and entitled UNRWA Programme Budget should be established;
- (ii) It should be prepared for two calendar years, if necessary with the adjustments towards the end of the first year;

- (iii) The general structure of the current UNRWA budget presentation would be maintained but the explanations provided to Member States should be considerably expanded; the degree of detail should correspond to that described in paragraphs 108 and 109;
- (iv) In order to facilitate the examination of this document by the Advisory Commission and the Special Political Committee, it is recommended that it first be submitted for advice to the Advisory Committee on Administrative and Budgetary Questions (ACABQ);
- (v) A document, distinct from the budget, should present a list of "Noted Projects" that could substantially improve the quantity and quality of the services extended to refugees and offered for auxiliary funding, governmental or private (see also recommendation 2)."

39. Although this recommendation has still to be implemented, careful consideration is being given to the future form, content and periodicity of the Agency's budget. In the mean time, the Commissioner-General has introduced periodic reports to Member States on the Agency's budget and financing that offer more detailed explanations, as requested by JIU. The Agency would be glad to identify projects additional to the regular budget items, which would improve its services, but is unable to do so until the minimum essential requirements to maintain established programmes are met. However, efforts are being made to increase funding for specific improvements that are included in the regular budget.

40. Recommendation 9 has been implemented subject to the Commissioner-General's reservation made in paragraph 5 of the Secretary-General's report A/38/143/Add.1.

Recommendation 10. "A comprehensive career planning system should be formulated for area staff; it should be based on the definition of occupational groups and, for each of these groups, conditions of entry and advancement, redefinition of job classifications, and the establishment of a system of internal training. This effort should commence with high-level local administrative staff."

41. This recommendation is being implemented, work currently proceeding on the definition of occupational groups and redefinition of job classifications. Preliminary work on the development of training programmes, aiming initially at high-level local administrative staff, has also been started.

Recommendation 11. "The conditions for analysing and recording individual personnel files ("fact sheets") should be modernized, with the ultimate objective of setting up an adequate computerized personnel information and management system."

42. A review of the Agency's computerized personnel record system is in progress.

43. Recommendation 12 has been implemented subject to the reservation noted in paragraph 5 of the Secretary-General's report A/38/143/Add.1.

Recommendation 13. "While awaiting conditions that would allow a complete transfer of headquarters, some functions should already be moved to the Amman section of headquarters or to field offices. Some of these are indicated in paragraphs 34, 52 and 152. Others should be identified by the Commissioner-General in the process of streamlining headquarters offices in line with JIU recommendations, if they are approved."

44. No change in the location of headquarters units in Vienna has so far proved possible, but the situation is being kept under continual review.

Recommendation 14. "In studying the measures to be taken for the implementation of the above-mentioned resolution [General Assembly resolution 39/120/J of 16 December 1982], the Secretary-General should also consult with the High Commissioner for Refugees to determine what possibilities exist for co-operation between HCR and UNRWA in the implementation of this resolution."

45. This recommendation is the subject of comment by the Secretary-General in paragraph 3 of A/38/143/Add.1.

46. Recommendation 15 is, in the main, addressed to the General Assembly. The Commissioner-General has introduced more frequent reports to the Advisory Commission on the administration, operations, budget and finances of UNRWA.

G. Reports on the United Nations Department of Technical Co-operation for Development and the United Nations Department of International Economic and Social Affairs

47. Information relevant to both these reports will be included in the report of the Secretary-General on the restructuring of the economic and social sectors of the United Nations system that will be submitted to the current session.
