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JOINT INSPECTION UNIT

THE IDENTIFICATION OF OUTPUT IN THE PROGRAMME  
BUDGET OF THE UNITED NATIONS

Report of the Secretary-General

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## I. RECOMMENDATIONS OF THE JOINT INSPECTION UNIT

1. The report of the Joint Inspection Unit (JIU) on programming and evaluation in the United Nations 1/ recommended that improvements should be made in the system used to identify the output listed in the United Nations programme budget. This recommendation suggested that the Secretary-General "prepare a report for consideration by CPC and ACABQ, and submission to the General Assembly, on the nomenclature and definition of output". 2/ This suggestion was followed by the Secretary-General. 3/ A preliminary note 4/ indicating the progress made as of mid-1979 was submitted to the General Assembly at its thirty-fourth session.

2. The JIU report, while describing the narratives in the 1978-1979 programme budgets as a "praiseworthy effort", listed three problems: 5/ (a) the lack of a uniform terminology for output; (b) the lack of systematic identification of the users of the output; and (c) the lack of a consistent distinction between intermediate and final output. The report then presented two proposals for alleviating these problems:

(a) Glossary. A conceptual exercise should be undertaken resulting in an official and exhaustive list of permissible terms for describing final output with a definition of each term. A commentary attached to each definition should explain the difference between intermediate and final stages for that type of output. The glossary should be translated in order to provide standard equivalents of each term in each official language;

(b) Identification system. A five-item identification system should be established giving:

- (i) A separate identification number for each output in the budget, incorporating its completion date;
- (ii) The title of the programme element to which the output corresponds;
- (iii) The nature of the output, using terms from the glossary;
- (iv) Particulars of the primary, and possibly secondary, recipients of the output; and
- (v) One or more achievement indicators.

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1/ JIU/REP/78/1, reproduced as A/33/226.

2/ Ibid., chap. VII, recommendation No. 2 (b).

3/ A/33/226/Add.1, para. 30.

4/ A/C.5/34/2.

5/ A/33/226, chap. III.

3. The Secretary-General agreed to these proposals, 6/ with the exception of the inclusion of achievement indicators in the standard identification text for each output.

4. The instructions for the preparation of the 1980-1981 programme budget included guidelines for a new approach to budget preparation, and programme monitoring and evaluation in the economic and social sectors, involving the completion of detailed schedules at the programme element level. 7/ These schedules required each unit in the economic, social and humanitarian sectors to:

(a) Utilize whenever possible the standard categories of output given in the instructions;

(b) Specify starting and expected completion dates for each output;

(c) Distinguish between products or services that were to be utilized solely within the programme in which they were produced from those that were to be used by other units in the Secretariat and entities outside the Secretariat. Only the latter were to be listed as output;

(d) Specify intended users, distinguishing between primary and secondary users;

(e) Specify indicators for appraising or determining the output achievements.

5. In terms of the JIU recommendation, these actions constituted a significant beginning in the use of standardized terminology and a complete compliance for all substantive items in the identification system. No separate identification number was assigned to each output, however, since it was felt that the number assigned to the programme element in which the output was to be produced was sufficient identification for reference purposes.

6. The narratives in the programme budget for the biennium 1980-1981 were derived from the information contained in these detailed schedules. In terms of the JIU recommendation, however, these narratives had the problems of conception and inconsistency explained and illustrated in chapters II and III below.

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6/ A/33/226/Add.1, paras. 28-29.

7/ See A/C.5/34/3.

## II. SOME CONCEPTUAL DISTINCTIONS

### A. Secretariat output and United Nations output

7. In defining the output of the United Nations it is necessary at the outset to decide between two different conceptions of the entity that is involved:

(a) The Secretariat;

(b) The Secretariat and all other principal organs and their subsidiary bodies, considered as a collective.

8. References to the actions of the United Nations in the press and elsewhere almost always relate to the second entity. Similarly, the Secretary-General, in his report on the work of the Organization, 8/ is referring to the collective of all principal organs and not just the Secretariat when he states that:

(T)he United Nations, through the process of decolonization, through its pioneering activities in development, in its current search for a new international economic order and in an increasingly broad attempt to tackle global problems, has been, and is, the centre of an effort to find new arrangements fitting and adequate for our interdependent world.

Again, the immediate result of a session of most United Nations meetings is a number of resolutions and decisions, the content of which generates actions such as those mentioned in the quotation above. These resolutions and decisions are the product of the joint action of the Secretariat, which organized the meeting and provided substantive, technical and conference services for it, and the representatives of Member States who participated in the meeting.

9. The outputs of the United Nations, then, are generally conceived as the products of the second and broader entity. Under this conception all the transactions that take place between the Secretariat and Member States are "internal" and so do not constitute output. However the proposed programme budget is a request to Member States by the Secretariat for the resources needed to carry out these transactions. If the purpose of identifying output in the proposed programme budget is to provide a comprehensive list of the programme activities of the Secretary-General which, if approved, would result in Secretariat commitments to deliver final output, then, in this context and for this special purpose, the entity whose output is to be identified must be the Secretariat and not what is normally meant by the United Nations, namely the collective of all principal organs. Furthermore, the output of the collective is the result of a process that consists of two stages which, although interconnected, could and should be identified separately for the purpose of monitoring progress and reporting on the programme performance.

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8/ Official Records of the General Assembly, Thirty-fourth Session, Supplement No. 1 (A/34/1), para. 9.

B. Inputs, intermediate activities and final outputs

10. For budgetary purposes inputs to Secretariat activities consist of services derived from the items of expenditure provided for in the budget; final output consists of goods and services delivered by the Secretariat to users external to the secretariats of the United Nations system, and all work needed to generate this final output is intermediate activity. Under these definitions the collection of demographic data from Member States by the Secretariat is not an input but one of the intermediate activities in the production of a final output such as the Monthly Bulletin of Statistics or the Population Bulletin. But while the distinction between inputs and intermediate activities is clear and simple that between intermediate activities and final output is difficult to apply because:

(a) Many essential activities do not generate any final output;

(b) Many outputs are produced by the Secretariat that are not final outputs in the sense defined above.

11. Among the essential activities that generate relatively few final outputs are those involved in carrying out the functions of executive direction and management, co-ordination and programme planning. Such activities occur in the work of substantive units as well as in units whose main work is concerned with these functions. For example the activities involved in the planning and co-ordination of a major conference by its temporary secretariat include:

- Co-ordination and consultation with the regional commissions and specialized agencies;
- Substantive contributions to ad hoc interagency meetings;
- Substantive backstopping of public information services;
- Opening and maintaining channels of communication with appropriate non-governmental organizations.

Such activities rarely give rise to final outputs. In addition most of the work of units, such as the Office of Personnel Services, that provide support services to other units within the Secretariat does not generate any final output except for reports to the Fifth Committee of the General Assembly.

12. Intermediate outputs include all substantive contributions of one unit in the Secretariat to the work of other units, including the specialized agencies. The contributions of regional commission secretariats to reports, such as the World Economic Survey, that are the responsibility of a headquarters unit are outputs of the commissions but not final output of the Secretariat.

13. While the distinction between intermediate activities and final output is an important one to make in any appraisal of the work of the Secretariat taken as a whole, one of the major purposes of the budget narrative is to describe the work to

be done in each programme or organizational unit, in justification of the resources requested for it. Thus, in many cases, it will be useful to include reference to intermediate activities in the budget document. Adequate steps will be taken, of course, to ensure that such descriptions are distinguished from final output.

### C. Certainty and degrees of uncertainty

14. All programme proposals in a budget are short-term plans and so are subject to possible modification in response to the exigencies of situations that could not be anticipated when the budget was being drafted. In the budget of the United Nations, proposals are based on the descriptions of the strategy as it appears in the medium-term plan and any subsequent mandates, i.e. they reflect the legislative authority of the resolutions and decisions of intergovernmental policy-making organs that exist at the time the budget is drafted, which is three years prior to the end of the budgetary period. The degree of uncertainty that programme managers face when drafting their budget proposals depends on the likelihood of changes, during these three years, in the legislative authority on which these proposals are based. For programme elements involving long-term research, recurrent surveys or statistical or other compilations, programme managers can be reasonably confident that the relevant legislative authority will not be changed over this three-year period. But for many other activities this is not the case and the specification with precision of the exact nature of outputs and their delivery dates up to three years in advance is uncertain. An important example of this difficulty arises in the case of Secretariat work in support of intergovernmental negotiations. It is often not even possible to predict the dates of negotiating sessions, let alone their outcomes or the exact nature of the studies that the Secretariat may be called upon to make in their support or the activities that the Secretariat will be asked to undertake if they are successful. Even where it is possible to make an informed guess at these matters it is usually neither politically useful or prudent nor legally sound to do so since the legislative authority for, say, assisting in the implementation of an international agreement does not normally exist before it comes into effect.

15. Apart from the nature of the outputs, timing is also a factor that influences the degree of uncertainty associated with programme proposals in the budget. A budget made up immediately after a session of some programme's policy-making body will inevitably be more precise in its output specifications and have less uncertainty associated with them than one made up a few months prior to such a session.

16. In the context of formulating budgetary proposals it is useful to distinguish three situations of differing degrees of uncertainty:

(a) In which a budget proposal is based on existing legislation;

(b) In which the budget proposal must be formulated prior to an intergovernmental meeting that is expected to amend or add to the mandates on which it is based in a manner that can be predicted with reasonable accuracy in broad terms;

/...

(c) In which such changes in mandates are likely to be extensive or any attempt to predict new mandates would be purely speculative.

17. Recommendations on the different treatment needed for each of these situations are given in chapter IV.

D. Intended primary users and actual beneficiaries

18. The intended primary users of an output are government representatives, such as the members of a Committee to which a report is submitted, whose needs determine its form and content. There are often, however, important secondary users, such as NGOs or academics, who make extensive use of the output. In many cases a distinction can be made between the ultimate users of an output and the intermediaries or agents to whom this output is, and often must be, formally transmitted. These ultimate users or beneficiaries are often government planners or other technicians in functional departments or institutes or even persons in non-governmental institutions or the private sector. The formal addressee of an output may be "the Government" of a Member State, as represented by its mission to the United Nations or its Foreign Ministry. This addressee will often, however, particularly for technical outputs, be little more than a channel to the ultimate user.

E. Outputs and their effects

19. The outputs of the Secretariat are not ends in themselves but contributions to the alleviation of international, regional or national problems. Invariably these outputs are one factor among many and in order to have an effect their contribution will generally require concomitant actions by Member States. In this connexion it is possible to distinguish five different types of output:

(a) Those, such as peace-keeping operations, assistance to refugees and some technical assistance projects, for which the contribution to the alleviation of a problem is fairly direct, although the exact nature of the effect of the output could not be known without investigation;

(b) Those, such as training activities and support of negotiations leading to an international agreement, for which the causal chain linking the output to effects that can reasonably be regarded as ends in themselves is fairly clear. For example UNCTAD's training courses in port management are designed to have the immediate impact of increasing the knowledge and skills of participants. Governments are invited to nominate candidates who already have influential positions in port authorities or stevedoring companies. The causal chain connecting the immediate effect of increased skills in these persons with the alleviation of congestion in the ports that they help manage is clear in principle, however problematical it would be to investigate it in practice;



(c) Those, such as the publication of technical guidelines and manuals, which address narrowly defined problems faced by definite groups of persons with well-defined needs who can be reached through specialized mailing lists or technical assistance missions. Here the causal chain is traceable in the sense that it is, in principle, possible to inquire into the usefulness of these outputs and trace their actual effects;

(d) Those, such as reports on problems of a more general nature, for which the causal chain connecting the output to the alleviation of the problem it is intended to address is tenuous and, for all practical purposes of evaluation, intractable;

(e) Those, such as the production of statistical compilations that contain material of widespread interest that is relevant to many problems, for which it is pointless to inquire into effects.

#### F. Indicators

20. Indicators are measures, usually quantitative, of performance or effects. An indicator can be either prospective (a prediction or a planning target) or purely retrospective (a measure of results). In both cases there are problems of conception and realization.

21. Some United Nations outputs appear to lend themselves fairly readily, at least at first sight, to analysis by means of indicators. For example all sales publications have readily available performance indicators in the number sold and the income from sales. Discretionary sales (sales net of purchases by organizations that automatically acquire all United Nations publications in a given area) would be a more sensitive indicator of public interest than total sales. However it is not obvious that any of these indicators should be required or used ex ante as planning targets since the purpose of United Nations sales publications is not primarily to generate income. However even used purely as a retrospective performance indicator figures giving total discretionary sales for some publication will not yield much information of practical value unless they are disaggregated. It would be of interest to know the main categories of purchasers, for example. Are they government departments, individual government technicians, academics, NGOs? This information, however, is not readily available from existing sales records. It would be necessary to ask or require shops selling United Nations publications to collect information on purchasers in order to generate disaggregated performance indicators of sales.

22. An impact indicator for sales publications, like other publications, would have to measure the extent to which they were used by their purchasers and with what results. This requires some form of survey, presumably through the use of questionnaires. Such procedures are likely to be worth while only for important recurrent publications.

23. In general it is possible to conceive of performance and impact indicators for most categories of United Nations output but those which are detailed enough to be of use will require information that is not automatically collected as a by-product of administrative activity. To collect this information systematically will require a great deal of effort that will be worth while only if it is done in a very selective manner.

### III. CURRENT PRACTICE

#### A. Variations in the citation of output in the proposed programme budget for the biennium 1980-1981

24. The main problems in the citation of output in the proposed programme budget for the biennium 1980-1981 9/ are the following:

- (a) Considerable variation exists between organizational units in terms of the information provided;
- (b) There is no uniformity of terminology for categories of output;
- (c) There is no consistent distinction made between intermediate and final output;
- (d) Completion dates are often not cited;
- (e) Users are often not cited.

25. There is a considerable variation between organizational units in both the level of detail of information on output provided in their budget narratives and the consistency and precision of that information. The narratives of one or two units are close to complying with the JIU requirements in all significant respects, others provide output titles without completion dates, while still others give almost no information beyond a general description of activities.

26. In spite of the inclusion of a list of standard categories of output in the budget instructions as mentioned in paragraph 4 above, there is little uniformity to the terminology used for categories of outputs. This is particularly problematical in the specification of reports and other publications. For example a citation along the lines of "Guidelines (manual, handbook, compendium) on ..." is often given. While this provides some idea of the content of the publication it does not tell the reader whether this is a sales document or a report to an intergovernmental body or, if it is the latter, which body.

27. Another common type of citation is "Studies on ..." These studies may or may not, in the biennium in question, give rise to final output. If they do it will usually be in the form of a report to an intergovernmental body and should have been cited as such. If they do not give rise to final output then this fact should be noted in the budget text. Similarly, there are many citations of output in the form of "working papers" or "research papers" which are mostly intermediate products and not final output. In some cases expert group meetings are cited as output although, since these meetings are convened to provide advice to the Secretariat, they are inputs equivalent to the use of consultants.

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9/ A/34/6.

28. The citation of completion dates varies from a specification of the quarter as well as the year in which final output is expected to the absence of any date at all.

29. The most frequently cited users of Secretariat output are intergovernmental bodies although, as indicated above, their specification is often omitted. It is rare for any citation of manuals, guidelines, seminars, workshops and so on to distinguish between policy makers and government technicians as the main users although the content of these outputs will be determined to a great extent by the users for whom it is intended. This information is normally provided in the internal programme element information sheets, however.

B. Output specification in the other  
programming instruments

30. In addition to the programme budget, other main programming instruments in the United Nations are:

- (a) The medium-term plan;
- (b) Internal programme element information schedules;
- (c) The programme performance report;
- (d) Programme evaluation reports.

31. The proposals put forward in chapter IV below aim at codifying the programme narratives in the budget and so will also be adopted for the citations maintained in the internal programme element information sheets. The other three programming instruments will be affected indirectly by this codification.

32. The medium-term plan provides narratives at the programme and subprogramme level that include statements of strategies governing the work of the Secretariat during the biennia covered by the plan. Since the planning process is meant to focus on the review of these strategies the narrative in the plan does not specify individual outputs and so will not be affected directly by the proposals in this paper. Improvements in the precision of the budget narratives will, however, be of direct value in the planning process since the current budget is necessarily one of the main references used in the formulation of plans.

33. The programme performance reports will, in contrast, be greatly affected by improvements in the specifications of output in the budget since these are the standards against which performance is judged. The method of analysis in the first of these reports 10/ relies, for both its summary tables and its descriptions

of departures from commitments as programmed, on the precision and consistency of output descriptions in the proposed programme budget for the biennium 1978-1979; 11/ the lack of precision and consistency in its narrative would limit this concept of the programme performance report.

34. In the case of the programme evaluation reports the main focus is on the impact of the work of the programme during the period reviewed. Some of the recommendations of these reports are for changes in the nature of the output of the programme and where this is the case a greater precision in the citation of output will permit more precise monitoring of the implementation of recommendations.

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11/ A/32/6.

## IV. RECOMMENDATIONS

A. General principles governing the identification of United Nations output1. The purpose of the programme narrative in the budget document

35. The purpose of identifying output in the proposed programme budget is to provide to the international community a comprehensive list of the intentions of the Secretary-General for the delivery of final output during the budgetary period to the international community. Such a list is needed in order to:

- (a) present to the CPC, the ACABQ and the Fifth Committee a statement of what will be delivered as a result of the expenditure of the resources requested;
- (b) provide a reference for subsequent performance monitoring and reporting.

As a consequence the outputs specified in the budget narrative must in general be those of the Secretariat not those of the joint action of the Secretariat and Member States although an exception to this rule has been made in the case of international agreements, strategies, plans of action or similar instruments. The narrative in the budget document is intended to show what goods and services Member States (and where relevant other external users of United Nations output) will receive from the Secretariat and when this output will be made available to them. In this sense a programme narrative in the budget document that enumerates Secretariat final output would provide the description of the programme content for which the financial requirements are made in the budget. However many programme elements under which important functions and activities are carried out, entailing many work-years of effort, do not directly generate final outputs. To the extent that these activities constitute significant proportions of the work programmes of the units involved in their execution, some description of these intermediate activities will also be appropriate in the budget narrative. In the majority of cases, however, the title of the programme element will constitute a sufficient description of the activity.

36. The narratives justifying resource requirements in terms of objects of expenditure will continue to be presented separately from the programme narratives.

2. The purposes of codifying the identification of output

37. The purposes of codifying the narrative in the programme budget are:

(a) To ensure equivalent treatment of similar activities in different parts of the Secretariat;

(b) To facilitate performance reporting on the implementation of the commitments in the budget.

### 3. Coverage of the codification

38. The narrative in the programme budget should show all final output of the Secretariat including:

(a) That produced by units in the political and legal sectors and by support service units such as OFS and DCS;

(b) That expected to be largely or entirely financed by extrabudgetary funds (to be identified separately).

### 4. Avoidance of double counting

39. In order to avoid double counting between organizational units, final outputs involving contributions from many units in the Secretariat will be cited once only, under the unit responsible for delivering the final output. The contributions of other units, when they are sufficiently significant to appear in the budget narrative, will be identified as intermediate activities.

40. In order to avoid double counting between reporting periods, the final output will be cited only in the biennium in which the output is made available to users even if the bulk of the work involved was carried out in the previous biennium.

### 5. Treatment of uncertainty

41. Where a budget text is based on existing legislation the programme proposals in the text will be formulated as if there was no uncertainty in the commitments they represent, even where it is likely that this legislation will be amended or added to before the end of the budgetary period.

42. Where the budget must be formulated prior to an intergovernmental meeting that will amend or add to the mandates of the programme in a manner that can be predicted with reasonable certainty in broad terms then the budget text will contain this prediction of Secretariat activities.

43. Where any attempt to predict new mandates would be purely speculative this will not be done but the budget document will make appropriate references to the possibility of revised mandates emanating from the meeting in question. In the event that such revised mandates are the cause of revised budget estimates, as has happened prior to and following major conferences, the programmatic aspects should be fully covered in such revised estimates. In other cases, the impact of revised mandates should be reflected in programme performance reports.

B. List of standard categories of final output

44. The following categories of final output will be used in the programme narratives of budget documents:

- (a) Organization of intergovernmental meetings including support of negotiations;
- (b) Reports to intergovernmental bodies;
- (c) Peace-keeping and humanitarian operations;
- (d) Technical publications including periodicals, computer print-out and tapes and ad hoc information services;
- (e) Public information services;
- (f) Technical assistance projects;
- (g) Grants and fellowships;
- (h) Other final outputs.

C. Treatment of each category of final output in the programme budget narratives

1. Organization of intergovernmental meetings including the support of negotiations

45. Definition of final output. The organization of intergovernmental meetings is a service rendered by the Secretariat to Member States and so is a final output. A meeting is "intergovernmental" if its membership consists of Governments. The organization of expert group and other meetings in which persons serve in their individual capacities and not as the representatives of Governments is not a final output. The unit of output is one session, whatever its duration, of the meeting.

46. Method of citation. The organization of an intergovernmental meeting consists of the provision of substantive services, technical services and conference services. The current practice of showing these three aspects of this category of output in different parts of the budget document under the administrative units that perform these functions will continue.

(a) Substantive servicing of meetings. The citation in the budget narrative will consist of the title of the intergovernmental body, the number of sessions during the reporting period and the years in which they occur. Where the intergovernmental body is engaged in the negotiation of an international agreement, strategy, plan of action or similar instrument the working title or likely nature of this instrument should be cited. Where work of the Secretariat will depend on

the outcome of these negotiations some indication of the likely nature of this work will be given. No other information is required since reports submitted to the meetings will be cited separately.

Output. Substantive servicing of two sessions of the Committee on Electric Power (1982, 1983).

Output. Substantive servicing of sessions of the Intergovernmental Working Group on a Code of Conduct on transnational corporations during the biennium 1982-1983. Should the Code be adopted the Centre on Transnational Corporations might be servicing a Conference on it during the biennium 1982-1983.

(b) Technical servicing of meetings. The citation in the budget narrative will consist of the title of the intergovernmental body and the dates of its sessions during the reporting period.

(c) Conference services. The citation of workload indicators for translation, interpretation, editing, record-keeping and reproduction and distribution of documents will continue to be presented in a consolidated manner under section 29 as in the proposed programme budget for the biennium 1980-1981.

## 2. Reports to intergovernmental bodies

47. Definition of final output. Reports in this category will be regarded as final output only if they are published in the General, Limited or Restricted Series. Working papers presented to expert group meetings, reports whose primary users are within the Secretariat, such as those in the ST/... series, ACC reports, conference room and other background papers for intergovernmental bodies are not final output.

48. Primary user. The primary user of a report is the intergovernmental body which receives the report. In general no secondary users of such reports will be cited in the budget narrative although they may be cited in the internal programme element information sheets.

49. Completion date. The completion date for a report is the date on which it is made available to its primary users, normally at least six weeks before the session in which it will be discussed. Since the date of the session is known well in advance it will normally be possible to specify the quarter as well as the year in which the report is expected to be completed.

50. Method of citation. The standard citation for reports will be as follows:

Output. Report to the Commission on Transnational Corporations on contracts and agreements of transnational corporations in the extractive industries, third quarter of 1982.



This citation consists of four items:

- (a) The output category
- (b) The primary user
- (c) The content of the report
- (d) The completion date

For this category of output the word "report" will replace all synonymous words or phrases such as: "study", "publication", "research paper" etc. Where a special term, such as "survey", "guidelines", "manual", "handbook" are to be incorporated in the title of the report or as an indication of its content the citation should read:

Output. Report to ... of a survey on ..., first quarter 1983.

### 3. Peace-keeping and humanitarian operations

51. The programme narratives for peace-keeping and humanitarian operations will continue to be presented as they are in the relevant sections of the proposed programme budget for the biennium 1980-1981.

### 4. Technical publications including periodicals, computer print-out and tapes and ad hoc information services

52. Definition of final output. All sales publications of the United Nations are final output. In cases where an outside publisher, such as a university press, is used to publish the proceedings of a United Nations conference this is also final output under this category. Bulletins, journals, newsletters and similar periodical publications that are distributed free of charge by substantive units are final output only if they are intended primarily for users external to the Secretariat. Technical publications that are neither periodical nor sold are not final output unless they are reports to intergovernmental bodies in the General, Limited or Restricted series. Where more than one unit has contributed to the content of the publication it should be cited as output only under the unit with final responsibility for its publication. All contributions, however extensive from other units are intermediate output and will not be cited.

53. Primary users. The primary users of a United Nations technical publication are those for whom the output is specifically intended by the legislative authority and whose needs have determined the form and content of the output. In general these will be either policy makers, administrators or planners or other technicians in the Governments of Member States even though other groups, such as NGOs or academics, may also utilize the publication.

/...

54. Completion date. The completion date of a sales document is its year of publication. The periodicity of journals, bulletins, newsletters and similar technical publications will be given if it is not evident in the title.

55. Method of citation. For recurrent publications of broad scope such as Yearbooks no primary user will be specified. When the title of the publication is known the citation will be as follows:

Output. Juridical Yearbook, 1980 and 1981 (fourth quarters of 1982 and 1983 respectively).

Output. Population Bulletin (two issues per year);

Population Newsletter (two issues per year); ad hoc provision of population information to external organizations upon request.

When the exact title is not known the citation will be as follows:

Output. Sales publication: Guidelines on population distribution policies, for government policy-makers and planners (1982).

Output. Sales publication: Manual for estimating basic demographic indicators from incomplete data, for government demographers (1983).

##### 5. Public information services

56. Definition of final output. The output under this category consists of all material of a non-technical nature, whether free of charge or sold, that is distributed, by the United Nations directly or through intermediaries, to the general public, including:

- periodical bulletins, newsletters and magazines;
- pamphlets, fact sheets and wall sheets;
- press releases;
- publications;
- exhibits and other still visual materials;
- films and videotapes;
- radio broadcasts and tapes of news, documentary and feature programmes;
- guided tours and lectures.

57. Method of citation. The output under this category will continue to be presented in a consolidated manner in the relevant section of the proposed programme budget.

## 6. Technical co-operation projects

58. Definition of final outputs and completion date. A technical co-operation project executed by the United Nations will be regarded as completed, that is as having produced its final output, once all the project activities or project inputs scheduled to be undertaken or delivered by the United Nations executing agency have been undertaken or delivered; or, prior to such time, once the project has been formally closed by agreement between the United Nations executing agency and the pertinent Government(s) receiving the assistance or inputs extended by the United Nations under the project.

59. Primary users. The users of technical co-operation projects are the Governments receiving the assistance or inputs extended by the United Nations under the projects.

60. Method of citation. The standard citation for technical co-operation projects will be as in the following:

Output: In addition to 10 intercountry projects it is expected that 55 technical co-operation projects will be in progress at the start of the biennium in 35 countries. It is expected that 15 of these projects will be completed and 10 new projects will commence during the biennium.

## 7. Grants and fellowships

61. Definition of final output. All grants and fellowships to individuals who are not staff members of the United Nations are final output.

62. Completion date. The completion date for this category of output is the date of the award of the grant or fellowship not the date on which the studies are completed.

63. Method of citation. The number of grants and fellowships expected to be awarded during the reporting period will be given together with the purpose of the awards or the nature of the recipients if this is not clear from the programme element title.

Output: Approximately 30 fellowships to young lawyers from developing countries and 50 travel grants to participants in regional training and refresher courses will be awarded in the biennium 1982-1983.

## 8. Other final outputs

64. In the rare cases where a final output does not fall under one or other of the six categories above the citation will contain the following information:

/...

- (a) The nature of the final output and its content;
- (b) The primary users;
- (c) The completion date.

D. Supplementary information in the programme element information sheets

65. In addition to the information in the standard output citations of the programme narratives in the budget document the following information will be collected internally for each programme element:

- (a) Intermediate outputs and activities even where these do not result in any final output;
- (b) Specifications of important secondary users;
- (c) Methods of reaching these users, such as special mailing lists;
- (d) Achievement indicators that will be used in performance reporting when this is considered feasible and useful;
- (e) Methods of obtaining user reactions, such as questionnaires;
- (f) Estimates of the work-month requirements for each year of the biennium.

E. Method of programme performance reporting

66. The information in the standard citations of output is precise enough to permit the programme performance report to utilize the method of reporting by exception. This report will consist of descriptions of significant departures from the commitments in the budget and the reasons for these departures, rather than lists of output. Where relevant achievement indicators, such as the number of publications sold, will also be reported.

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