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DEVELOPMENT AND INTERNATIONAL ECONOMIC CO-OPERATION

Restructuring of the economic and social sectors
of the United Nations system

Report of the Secretary-General

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I. INTRODUCTION

1. In paragraph 5 of its resolution 32/197 of 20 December 1977, on the restructuring of the economic and social sectors of the United Nations system, the General Assembly requested the Secretary-General "to implement those recommendations which are addressed to him, to assist the organs, organizations and bodies involved in the restructuring process and to report to the General Assembly at its thirty-third session, through the Economic and Social Council, within the scope of its competence, at its sixty-fifth session".
2. A report prepared pursuant to the above request, covering actions taken by the Secretary-General during the first six months of the year (E/1978/118), was considered by the Economic and Social Council at its second regular session in July/August 1978. The report also included a summary of the preliminary information which the Secretary-General had previously submitted to the Economic and Social Council pursuant to paragraph 6 of the same resolution (E/1978/28). The Secretary-General undertook, in the same context, to include an account of his further actions in an additional report to be submitted to the General Assembly at its thirty-third session through the Economic and Social Council.
3. At its second regular session, the Economic and Social Council adopted decision 1978/70, in which it took note of the report of the Secretary-General and decided, inter alia, "to invite the Secretary-General to take fully into account, in preparing his further submission ... the views expressed at the Council's second regular session, 1978, concerning the further implementation of General Assembly resolution 32/197 and issues requiring further clarification".
4. The present report, prepared in accordance with the above decision, updates the information contained in document E/1978/118 and should therefore be read in conjunction with that document. Because of time constraints, the report is being made available simultaneously to the Economic and Social Council and the Second and Fifth Committees of the General Assembly. Related financial implications are dealt with in greater detail in the documents to be submitted for consideration by the Fifth Committee.
5. Section II of the present report deals with the assistance provided by the Secretary-General since June 1978 in accordance with paragraph 5 of General Assembly resolution 32/197 to organs and organizations involved in the restructuring process. As regards those aspects of the resolution that are of system-wide concern and which fall within the purview of the secretariats concerned, the Secretary-General has concentrated his efforts on assisting organizations collectively through the Administrative Committee on Co-ordination (ACC) to develop a joint response. This response is described in the two progress reports of ACC (E/1978/107 and E/1978/144).
6. Pursuant to the indications given in the previous report of the Secretary-General (E/1978/118, paras. 5-10), section III of the report contains an elaboration of the responsibilities of the Director-General for Development and International Economic Co-operation, taking into account the relevant provisions of the Council decision referred to above, together with the views expressed on the matter at the first and second regular sessions of the Council in 1978, and outlines his related resource requirements.

7. Section IV deals with the further implementation of paragraphs 61 to 63 of the annex to General Assembly resolution 32/197. It outlines the steps taken by the Secretary-General consequent upon the establishment of the new organizational entities within the United Nations Secretariat and the redistribution among them of the available posts and funds. It includes the measures taken so far for streamlining and for the redeployment of staff, as recommended by the Economic and Social Council and the Advisory Committee on Administrative and Budgetary Questions; provides information on the internal organizational structures envisaged for the new units, taking into account, inter alia, the views expressed at the first and second regular sessions of the Council; and sets out the conclusions reached in regard to the adequacy of the resources available to the new departments and offices to meet the demands likely to be made upon them.

8. Section V is concerned with the implementation of the restructuring recommendations regarding regional structures and places particular emphasis on the relationships between those recommendations and the restructuring of secretariat support services at Headquarters. It outlines the Secretary-General's approaches to decentralization and the strengthening of the regional commissions and describes measures being taken in this respect, in consultation with the executive secretaries, in the light, inter alia, of the views expressed by the Economic and Social Council and the Advisory Committee.

9. The present report, as well as the earlier reports of the Secretary-General, concentrates on the implementation of those recommendations that are directly addressed to him, particularly those affecting secretariat support services, including the secretariats of the regional commissions. Mindful of the decision of the General Assembly in paragraph 8 of the resolution "to keep under review the implementation of the /resolution/", and of the Assembly's desire "to continue the process of restructuring the United Nations system, of which the results of the work of the Ad Hoc Committee constitute a valuable initial contribution", the Secretary-General has included in section VI of the present report a summary listing of all restructuring recommendations calling for specific measures in the short and medium term, together with an indication of the reports or documents containing references to such actions as have been formally recorded in respect of each of these recommendations, so as to assist the General Assembly in providing further guidance, as required, and in making necessary arrangements with regard to future reporting on the restructuring process.

II. ASSISTANCE TO ORGANS, ORGANIZATIONS AND BODIES INVOLVED IN THE RESTRUCTURING PROCESS

10. In compliance with paragraph 5 of General Assembly resolution 32/197 which requests him "to assist the organs, organizations and bodies involved in the restructuring process", the Secretary-General has provided support for efforts by United Nations organs and specialized agencies, as well as interagency mechanisms, to give effect to the relevant recommendations of the General Assembly. This support included several initiatives in the spirit of the above-mentioned request, a number of which are outlined below.

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11. Pursuant to paragraph 31 of the annex to General Assembly resolution 32/197 and taking into account the clarifications previously furnished to the Council (E/1978/107, paras. 23-26), the Secretary-General made the necessary organizational arrangements for the convening and for the proceedings of the first (1978) single pledging conference for United Nations operational activities for development. These arrangements included the provision to Governments, well in advance of the Conference, of information concerning previous and current contributions for the various programmes from Governments and other sources. The arrangements further provided for the dispatch of a single letter of convocation, for a single opening statement by the Secretary-General, and for the adoption of a consolidated agenda and rules of procedure.

12. A meeting of representatives of the programmes concerned will be convened to discuss any adjustments that may be required in the light of the experience gained. In addition, the Secretary-General proposed, for adoption by the General Assembly (see A/C.2/33/6 and Corr.1 and 2), 1/ a set of standard rules of procedure, including a standard agenda, which would govern the proceedings of all future single pledging conferences and thus render it unnecessary for each such conference to consider and adopt separate instruments.

13. The pattern of pledges made at the conference would seem to suggest that Governments might wish to utilize the single pledging conference to make pledges for all operational activities for development, whether or not such activities are performed under programmes for which pledging conferences had been previously provided. For instance, at the 1978 pledging conference, eight Governments announced pledges to the United Nations Fund for Population Activities (UNFPA) of almost \$60 million. Provision will accordingly be made for this in the letter of convocation for all future conferences. Such provision would, of course, be without prejudice to other arrangements to which the programmes concerned may wish to have recourse for mobilizing funds.

14. In support of the recommendations contained in paragraphs 3 and 6 of the annex to General Assembly resolution 32/197 concerning the functioning of the General Assembly and the Economic and Social Council, the Secretariat submitted to the Council a background note (E/1978/L.49) containing suggestions for certain adjustments in the organization of the work of the Second Committee. The purpose of that note was to enable the Council to assist in the preparation of the work of the Assembly in the economic, social and related fields so that the Assembly may give timely and effective attention to the substantive issues requiring consideration. Following the adoption of decision 1978/70 by the Council at its second regular session, 1978, the Chairman of the Second Committee submitted a note concerning the organization of the Committee's work (A/C.2/33/L.1) on the basis of which the Committee agreed on a limited grouping of substantively related items under one heading for the purposes of consideration, as called for in the

1/ The Secretary-General's proposals for standard rules of procedure were adopted by the Second Committee of the General Assembly at its 48th meeting, on 28 November 1978 (A/33/415, para. 33, draft decision I), and by the General Assembly at its 85th plenary meeting, on 15 December 1978.

resolution. The Secretariat subsequently submitted to the Second and Third Committees technical information designed to assist those Committees in the streamlining of the documentation and the future calendar of meetings of the subsidiary machinery in the economic and social fields. Furthermore, throughout the continuing consultations within the Economic and Social Council on the various recommendations made by the General Assembly regarding the Council's functioning, methods of work and the restructuring of its subsidiary machinery, the Secretariat continued directly to assist the Chairman of the First (Economic) Committee who is in charge of the consultations, and to provide background and technical information to delegations concerning the various issues under discussion as well as the practical implications of the various options and alternatives under consideration.

15. The Secretariat also assisted the Committee for Programme and Co-ordination (CPC) in its review of progress made in the implementation of various recommendations contained in section VI of the annex to General Assembly resolution 32/197, dealing with planning, programming, budgeting and evaluation. ^{2/} In particular, the suggestions made by the Secretariat regarding the elaboration of an analytical framework for future cross-organizational analyses and the development of a programme structure, which would make it possible to link objectives with actual activities at the programme or subprogramme level, provided the basis for the relevant methodological guidelines adopted by the Committee. Similarly, the Secretariat contributed suggestions with regard to evaluation, including time-limited objectives at the subprogramme level, and on the modalities to be followed by CPC for its in-depth study of the planning process, which will involve a review of the Committee's own working methods and of the whole process of medium-term planning, programme budgeting and evaluation.

16. Further to the assistance he had previously provided to ACC concerning implementation of those aspects of General Assembly resolution 32/197 that are of system-wide concern, the Secretary-General arranged for the Director-General for Development and International Economic Co-operation to chair an ad hoc high-level interagency working group which was entrusted by ACC with the elaboration of detailed recommendations on the restructuring of ACC's own subsidiary machinery. In addition to chairing its meetings, the Director-General assisted the Working Group by preparing for its consideration, after appropriate consultations, a series of working papers covering the methodology for carrying out the mandate entrusted to it by ACC, the detailed definition of the content of the tasks to be performed by the ACC machinery, the clustering of these tasks on the basis of their substantive and practical relationships and the translation of the clusters of tasks so identified into a limited number of interagency mechanisms with specific terms of reference and working arrangements. The outcome of the work of this Group, as endorsed by ACC at its October 1978 session, is described in the relevant ACC report (E/1978/144) to the resumed session of the Council.

^{2/} See Official Records of the General Assembly, Thirty-third Session, Supplement No. 38 (A/33/38).

III. IMPLEMENTATION OF RECOMMENDATIONS CONCERNING THE DIRECTOR-GENERAL FOR DEVELOPMENT AND INTERNATIONAL ECONOMIC CO-OPERATION*

17. In paragraph 64 of the annex to General Assembly resolution 32/197, the Assembly outlined the functions to be carried out by the Director-General for Development and International Economic Co-operation in the following terms:

"... /the/ Director-General for Development and International Economic Co-operation ... acting under the authority of the Secretary-General, would effectively assist him in carrying out his responsibilities as chief administrative officer, under the Charter of the United Nations, in the economic and social fields. Accordingly, the Director-General, under the direction of the Secretary-General, should be in charge of:

"(a) Ensuring the provision of effective leadership to the various components of the United Nations system in the field of development and international economic co-operation and in exercising over-all co-ordination within the system in order to ensure a multidisciplinary approach to the problems of development on a system-wide basis;

"(b) Ensuring, within the United Nations, the coherence, co-ordination and efficient management of all activities in the economic and social fields financed by the regular budget or by extrabudgetary resources. 3/ In addition, the Secretary-General could entrust to the Director-General other tasks in areas of responsibility related to the ensemble of the economic and social activities of the United Nations."

18. In his report on the implementation of the conclusions and recommendations annexed to that resolution (E/1978/118), submitted to the Economic and Social Council at its second regular session of 1978, the Secretary-General indicated that he would so elaborate the specific functions and responsibilities of the Director-General as best to give effect to the mandate quoted above, and assist in fulfilling the over-all objectives therein outlined in relation to both the United Nations Secretariat and the system as a whole.

19. In paragraph (b) of its decision 1978/70 of 4 August 1978, the Economic and Social Council decided:

"(b) To welcome the establishment of the office of the Director-General for Development and International Economic Co-operation, to declare that it looks forward to the speedy elaboration of the specific functions and responsibilities of the Director-General's office, on the basis of

* Previously issued as document A/33/410/Add.1 (paras. 1-31).

3/ This applies equally to all services and organs within the United Nations without prejudice to their respective spheres of competence or terms of reference as contained in their relevant legislative mandates.

paragraph 64 of the annex to General Assembly resolution 32/197, and in that connexion to affirm the need for that office to provide, inter alia, effective leadership, over-all guidance, orientation and co-ordination to the relevant services and organs within the United Nations and the various components of the United Nations system in the field of development and international economic co-operation, and also to request that the views expressed during the regular sessions of the Council in 1978 be taken fully into account in this process;"

20. In elaborating the specific functions and responsibilities of the Director-General, the Secretary-General has borne in mind that the principal objectives of the restructuring measures adopted by the General Assembly in resolution 32/197 are to make the United Nations system of organizations more capable of dealing effectively with problems of international economic co-operation and development and more responsive to the requirements of the new international economic order. The over-all responsibilities and authority of the Secretary-General in regard to international economic and social co-operation derive from his position as defined in Articles 97 and 98 of the Charter of the United Nations and also from the pre-eminence and leadership role of the Organization, as reflected in the Charter, within the United Nations system as a whole. The Secretary-General accordingly views the establishment of the post of Director-General for Development and International Economic Co-operation as an important means, under his authority, of enabling him to exercise these responsibilities to the fullest and most effective extent.

21. The Secretary-General attaches high importance to delineating the Director-General's responsibilities in such a way as to ensure the commitment and full co-operation of all concerned; in the Secretary-General's opinion, such commitment and co-operation can best be achieved by following a pragmatic approach, taking into account the results of experience and consultations.

22. The Secretary-General considers that the Director-General has a catalytic role in ensuring that all elements of the United Nations conform to the policy guidelines established by the General Assembly. In this context, the Director-General would also promote a multidisciplinary and well-co-ordinated approach to the problems of development throughout the United Nations system. While the Secretary-General may require the assistance of other senior colleagues who will continue to have direct access to him as appropriate, these senior colleagues should keep the Director-General fully informed and report to him, or through him to the Secretary-General, on matters affecting the Director-General's responsibilities. In the discharge of his responsibilities, the Director-General would not only work under the authority of the Secretary-General but also rely on the assistance of those elements of the United Nations, including its services, organs and programmes which have been given specific functions relating to the above-mentioned objective and, as appropriate, of the relevant interagency mechanisms.

23. In general, the Director-General should act as the main link in the economic and social fields both between the central United Nations intergovernmental machinery and related United Nations services and organs, and between these and

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the other organizations of the system. This approach entails orienting and co-ordinating secretariat inputs into these bodies. It also involves providing guidance on the translation of their directives into management terms as well as into substantive policies and programmes governing secretariat actions, in order that responses as well as inputs might effectively meet intergovernmental requirements. Furthermore, it connotes the promotion of initiatives, options and alternative courses of action which would facilitate progress in negotiations within the United Nations framework towards the new international economic order. Finally, it implies the fostering, within the policy framework established by the General Assembly, of conceptual innovation by the United Nations, drawing fully upon the expertise of the Organization and of the system as a whole, and also utilizing, as appropriate, the thinking and work of the extra-governmental intellectual community.

24. In the following paragraphs, the responsibilities of the Director-General, as elaborated by the Secretary-General, have been grouped to the extent possible under three headings corresponding broadly to the categories indicated in paragraph 64 of the annex to the resolution (quoted in para. 17 above): these categories relate to the provision of effective leadership and over-all co-ordination within the United Nations system: ensuring within the United Nations the coherence, co-ordination and efficient management of all activities in the economic and social fields; and other tasks related to the ensemble of the economic and social activities.

Effective leadership and over-all co-ordination within the United Nations system

25. The Director-General should guide and orient the process of drawing upon the organizations of the system and synthesizing their contribution in support of decision-making and policy-making by central United Nations intergovernmental organs. An important feature of this responsibility will be the preparatory work for the 1980 special session of the General Assembly, including the analytical report on developments concerning international development co-operation since 1974 which is to be submitted to the Assembly at that session, and the preparations for the formulation of the new international development strategy. This responsibility will also cover, for instance, preparations for the work of the Committee of the Whole established under General Assembly resolution 32/174, and for the policy reviews by the Economic and Social Council of operational activities for development throughout the system.

26. In order to further the progressive movement of the policies of the organizations of the United Nations system in line with the over-all strategies and priorities established by the United Nations, the Director-General should seek to ensure full appreciation of the concerns of United Nations intergovernmental bodies in fora within the United Nations system dealing with central aspects of international economic relations and negotiations. On this basis, he should foster relations of mutual support between the work of these fora and that of the United Nations. In this connexion, he should make arrangements for a systematic and coherent United Nations presence in these fora and for closely following the progress of relevant negotiations within the system.

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27. The Director-General should provide guidance and co-ordination for the concerted execution by the United Nations system of relevant policy and programme recommendations emanating from the central intergovernmental bodies. This will involve, inter alia, promoting co-operative and, wherever possible, joint planning within the system, drawing upon the new facilities available for this purpose within both the Department of International Economic and Social Affairs and the machinery of the Administrative Committee on Co-ordination (ACC). It will also involve providing guidance for the traditional tasks of interorganization co-ordination: to eliminate or avoid duplication, to harmonize approaches, to fill programme gaps and to promote mutual supportiveness in related activities.

28. The Director-General will also have the responsibility of co-ordinating the implementation of those provisions of General Assembly resolution 32/197 having intersecretariat implications. This responsibility will be guided by the concern reflected in the resolution, to strengthen institutional relationships and co-operative arrangements and, through coherence of action, to enhance the contribution as well as the response of the United Nations system to the policy processes of central intergovernmental bodies.

29. As regards formal interagency consultative arrangements, the Director-General should directly assist the Secretary-General as Chairman of ACC. The Director-General would be designated by the Secretary-General, when he is unable to preside over ACC meetings, to chair on his behalf those ACC meetings or subject-oriented sessions devoted, for instance, to general development issues or other questions in respect of which the United Nations has a specific leadership function. In addition, the Director-General should oversee the functioning of the subsidiary bodies of ACC and ensure their responsiveness to the requirements of the intergovernmental bodies concerned. In this connexion, he may personally preside over relevant meetings of main ACC subsidiary mechanisms, in accordance with the understandings reached in ACC (E/1978/144, para. 40). At the informal level he will have recourse to more pragmatic devices, particularly on issues that do not involve all the organizations of the system.

30. In regard to operational activities for development, the Director-General should provide guidance and orientation for action in support of the objectives outlined in paragraph 28 of the annex to General Assembly resolution 32/197, including the promotion, on a system-wide basis, of mutual support and cross-fertilization between operational activities, on the one hand, and research, policy analysis and normative activities on the other hand. This will involve, among other things, promoting conceptual work on how operational activities for development can best be oriented, managed and harmonized in keeping with the objectives of the new international economic order. He should also ensure that the designation of the single official who would, on behalf of the system, exercise over-all co-ordination and team leadership at the country level in respect of operational activities for development commands the confidence of the system as a whole. He will also provide orientation for the application of appropriate procedures for the selection of that official and for the general functioning of the relevant interorganization arrangements at the country level (E/1978/107, paras. 29-31).

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Ensuring the coherence, co-ordination and efficient management of activities within the United Nations

31. Within the United Nations itself, including its services, organs and programmes, the Director-General should in general ensure that policy inputs for the General Assembly and other United Nations bodies involved in negotiations and discussions on issues of international economic co-operation and development are fully co-ordinated, properly synthesized and responsive to the requirements of those bodies. In particular he should provide guidance and orientation for the effective harmonization, within the framework of the Assembly's over-all policy directives, of substantive preparations for, and positions taken on behalf of the Secretary-General in, policy discussions at the intergovernmental and intersecretariat levels.

32. With a view to concerting and enhancing the response of the United Nations, including its services, organs and programmes, to the relevant intergovernmental directives, he should provide guidance for the allocation of responsibilities among those entities for carrying out the tasks involved and for the co-ordination and monitoring of the execution of intergovernmental decisions. He should also provide guidance and orientation, from the standpoint of coherence and consistency with policy guidelines, for the translation of intergovernmental directives into concrete programmes.

33. Accordingly, the Director-General should be responsible for the drafting of the introduction to the medium-term plan covering the economic and social sectors, and should guide and orient the elaboration of the over-all objectives to be included in the plan. In addition, he should promote the resolution of policy differences at the Secretariat level that might arise in the process of plan formulation and elaboration. Furthermore, he should provide guidance and orientation for the harmonization of the planning, programming and budgeting processes, for the translation of the substantive policies of the medium-term plan into the biennial programme budgets, and for evaluation exercises.

34. The Director-General should promote the effective utilization of the inputs of the regional commissions in the work of central policy preparation, as well as in the planning and programming processes within the Organization and, conversely, consistency between policy preparation at the regional level and the global policy framework established by central United Nations intergovernmental bodies. In addition, he should provide guidance for the achievement of the objectives contained in section IV of the annex to General Assembly resolution 32/197, including the decentralization of appropriate responsibilities and corresponding redeployment of resources from Headquarters to the regional commissions.

35. The Director-General should provide guidance and orientation for the further implementation of those aspects of the General Assembly resolution that affect the United Nations, including its services, organs and programmes. These aspects include the development of sound and manageable organizational structures for the new entities at United Nations Headquarters, and the distribution of responsibilities among them; the assessment of the capacity of those entities to meet the demands being made upon them; and, as noted above, the deployment of appropriate responsibilities to the regional commissions.

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36. The Director-General should also provide guidance, orientation and co-ordination for the preparation of United Nations conferences dealing with economic and social matters with a view to ensuring conformity with the directives of the intergovernmental bodies concerned. He should also guide and orient the follow-up to be given to such conferences, in order to promote the proper and concerted implementation of the relevant intergovernmental decisions.

37. Finally, the Director-General's responsibility in respect of ensuring coherence, co-ordination and efficient management within the United Nations, including its services, organs and programmes, is relevant to a number of other areas. One relates to the economic and social information activities of the United Nations which have implications for similar activities throughout the system and over which it would be appropriate for the Director-General to have broad policy oversight.

38. Another area relates to aspects of management not dealt with above. Since the relevant activities are varied in character and policy content, the Director-General's involvement in this area will need to be worked out on a pragmatic basis, depending, inter alia, on the policy implications of the activities concerned.

Other tasks as may be assigned by the Secretary-General

39. The Director-General may be entrusted by the Secretary-General with other tasks in areas of responsibility related to the ensemble of the economic and social activities of the United Nations, depending on their relevance to the responsibilities outlined above and on the extent to which the Director-General's assistance might serve to advance the attainment of the relevant objectives.

Staff resource requirements

40. In paragraph 64 of the annex to resolution 32/197, the General Assembly expressed the position that the Director-General "should be provided with the necessary support and resources". Similarly, as stated in paragraph 52 below, members of the Economic and Social Council, at its second regular session in 1978, in considering the Secretary-General's report (E/1978/118) on the implementation of that resolution, recognized the necessity of ensuring that the Director-General would be provided with the resources he requires to implement fully the mandate entrusted to him.

41. In that report, the Secretary-General indicated that

"a basic consideration underlying ... the assessment of the resources likely to be required for these purposes is the Director-General's ability to avail himself fully of the assistance and co-operation of existing United Nations organizational units, services and organs and to draw, on a continuing basis, on the resources and expertise available within the United Nations and, as appropriate, the system as a whole".

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It is envisaged that such assistance could include both the ad hoc secondment of individual staff members for specific assignments in support of the Director-General and the preparation of informal papers, as well as formal documentation in response to requests by him. The staff requirements outlined below are accordingly predicated on the assumption that the units, services and organizations concerned would be able, taking into account their own needs, to provide such assistance. An informed assessment of these availabilities, however, can only be made at a later stage, in the light of experience.

42. In developing the under-mentioned proposals, care has been taken to tailor the level and content of the posts sought to the nature of the responsibilities described above. At the same time, due regard has been had to the need for such flexibility as would facilitate adjustment to possible changes in the priorities of central United Nations intergovernmental bodies; in this regard, as much use will be made as practicable of team work, involving two or more staff members. Finally, taking the foregoing into account, a deliberate effort has been made to keep the staff resource requirements to the minimum commensurate with the responsibilities of the Director-General.

43. These considerations taken together imply a span of control which should, for the time being, permit the Director-General himself to take care of the internal co-ordination of his office without a need to seek staff resources to be devoted specifically to that purpose. Thus, no posts are being sought at this time for the establishment of a cabinet for the Director-General. Similarly, the question of the need for a senior official above the level of Director is being deferred until a more precise evaluation can be made, based on experience, of the extent to which the responsibilities of the Director-General's office require provision to be made for a higher level official than is envisaged in the present proposals. A number of tasks such as for instance those involving high-level representation on behalf of the Secretary-General, chairmanship of intersecretariat bodies and direct contacts with senior officials at the rank of Assistant Secretary-General or above, within organizations of the United Nations system as well as the United Nations itself, may well require extensive personal involvement on the part of the Director-General. It may turn out that such involvement, while being beyond the physical possibilities of the Director-General, cannot appropriately be delegated below a certain level.

44. It may also be noted that during the current session of the General Assembly, resolutions have been adopted or are under consideration which envisage the discharge by the Director-General of broad tasks in a number of areas. These areas cover preparations for the formulation of the new international development strategy for the 1980s, for the special session of the General Assembly in 1980 including the drawing up of an analytical report on developments in international economic co-operation since 1974, for the policy reviews of operational activities to be carried out by the Economic and Social Council and the General Assembly in 1980, for the proposed conference on new and renewable sources of energy and for the United Nations medium-term plan and cross-organizational programme analyses. While the resource implications of these tasks can be absorbed in the requirements outlined below, it is uncertain whether and to what extent further tasks not provided for in the above description of responsibilities will arise from decisions by United Nations intergovernmental bodies next year.

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45. Based on careful analysis of the responsibilities already described and within the framework defined above, the Director-General has determined that the posts shown below will be required at the present stage in order to enable him effectively to carry out those responsibilities. In this connexion it should be stressed that, as indicated in paragraph 41 above, these resources do not represent a duplication of capabilities available elsewhere in the Organization, but are envisaged as a facility for the specific purpose of assisting the Director-General in carrying out his broad guidance, orientation and co-ordination responsibilities. As also noted above, the Director-General's intention is to use these resources with the utmost flexibility, relying on task forces of varying size and composition for the discharge of specific assignments.

46. Subject to the above-mentioned qualifications and in addition to a D-1 post required to provide him with special assistance, the Director-General envisages that the task forces mentioned above will be drawn from three groupings with interchangeable membership as the need dictates, each typically comprising one D-2, one D-1 and two P-5s. Broadly speaking, two of these groupings will be concerned with the responsibilities deriving from paragraphs 64 (a) and 64 (b) of the annex to resolution 32/197, which are outlined, respectively, in paragraphs 25 to 28 and in paragraphs 31 to 35 and 38, including their ramifications through the relevant interagency mechanisms (para. 29). Similarly, the third grouping will be concerned with operational tasks straddling paragraphs 64 (a) and 64 (b) of the annex to the resolution; these tasks will include preparations for the formulation of the new international development strategy, for the analytical report on developments in international economic co-operation envisaged for the special session of the General Assembly in 1980 and also the functions described in paragraphs 30, 36, 37 and 39 above, including their ramifications through the relevant interagency mechanisms (para. 29).

47. In the 1978-1979 programme budget estimates, provision was made through temporary assistance funds for 1979 in an amount sufficient to cover the costs of one D-2, three D-1s and one P-4. Consequently, it will be necessary to confirm these posts, subject to the substitution of one P-5 post for the P-4 post, and to add two D-2s, one D-1, and five P-5s, together with the appropriate number of supporting staff.

IV. IMPLEMENTATION OF OTHER RECOMMENDATIONS ADDRESSED TO THE SECRETARY-GENERAL INVOLVING NEW SECRETARIAT STRUCTURES

48. In his report to the second regular session of the Council in July of this year (E/1978/118), the Secretary-General reported on progress to date in the establishment of three new organizational units at Headquarters - the Department of International Economic and Social Affairs, the Department of Technical Co-operation for Development and the Office of Secretariat Services for Economic and Social Matters - and in the reallocation to them of functions, posts and credits pursuant to the relevant recommendations contained in paragraphs 61 to 63 of the annex to General Assembly resolution 32/197. The Secretary-General, in paragraph 4 of that report, indicated his intention to report further to the Council at its resumed session on later developments in the restructuring of the Secretariat.

49. It will also be recalled that, prior to the issuance of the above report, the Advisory Committee on Administrative and Budgetary Questions, after reviewing the proposals of the Secretary-General with regard to the redeployment of functions, posts and credits from the Department of Economic and Social Affairs, the Department of Administration and Management and the Office of Inter-Agency Affairs and Co-ordination to the new departments and offices, had expressed the opinion that the proposals by the Secretariat were broadly consonant with the functions of the three new organizational units established within the Secretariat. However, the Committee considered that the information made available to it did not enable it to satisfy itself as to the validity of the proposals in all their details and therefore did not regard the proposals as final in the restructuring of secretariat support services. In particular, the Committee noted that the functions of the Director-General had not as yet been elaborated and that the proposals did not indicate how appropriate elements could be deployed in future to the regional commissions, as envisaged in the restructuring recommendations. Subject to these reservations, the Advisory Committee concurred in the transfer of regular budget credits made by the secretariat. Similarly, the Advisory Committee did not regard the justifications provided to it for the proposed reallocations of available posts to the new organizational units as entirely adequate. In particular, the Committee was not convinced that the proposals reflected the rationalization and streamlining of the capabilities of the organizational units concerned which should have been undertaken pursuant to part VIII, paragraph 63, of the annex to General Assembly resolution 32/197. The Committee stressed that the process of rationalization and streamlining should be set in motion immediately to ensure that resources presently available were used effectively and economically. In the circumstances, the Advisory Committee was of the view that there should be no requests for additional staff resources until such time as the process of rationalization and streamlining has been completed. Subject to the foregoing, however, the Advisory Committee did not object to the Secretary-General's proposals for the transfer of regular budget posts between organizational units.

50. The Council, in decision 1978/70 of 4 August 1978, adopted at the conclusion of the debate on restructuring at its second regular session, took note with appreciation of the initial measures taken by the Secretary-General, for the

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establishment of new organizational entities within the United Nations Secretariat and invited him actively to pursue, in accordance with paragraph 63 of the annex to General Assembly resolution 32/197, the process of rationalizing and streamlining of the organizational entities concerned, including the necessary redeployment of staff, and in that context to assess the capacity of those entities to meet the demands being made upon them. It also requested the Secretary-General, in preparing the supplementary report which he had indicated his intention to produce for the resumed session, to take fully into account the views expressed in the course of the Council's discussion.

51. Since the last report of the Secretary-General, the departments and offices concerned have continued with the task of restructuring their respective organizations, and with the redeployment of the resources made available to them in a manner designed so far as possible to rationalize and streamline their respective structures and to avoid the need to request additional resources for the performance of the tasks assigned to them under the restructuring proposals. In the following paragraphs of this section of this report the Secretary-General has presented outlines of the organizational structures developed by the respective heads of the Department of International Economic and Social Affairs, the Department of Technical Co-operation for Development and the Office of Secretariat Services for Economic and Social Matters.

52. A detailed statement of additional requirements for the remainder of the biennium will be presented to the General Assembly in a separate document through the appropriate budgetary channels. In this connexion, the Secretary-General has taken into account the views expressed by delegations in the course of the debate at the second session of the Council to the effect that requests for additional resources on behalf of the new Departments and Offices should be kept to a minimum. At the same time, members of the Council recognized the necessity of ensuring that the Director-General for Development and International Economic Co-operation would be provided with the resources which he requires to implement fully the mandate entrusted to him.

53. The Secretary-General considers that the task of redeployment of the resources among the new departments and offices at Headquarters, approved by the General Assembly at its thirty-second session, has now been largely completed. Progress has also been made (see sect. V below) on the redeployment of current technical co-operation projects and on arrangements for further consultations on the reallocation of functions between organizational units at Headquarters and those located elsewhere - particularly the regional commissions. Up to the present time the organization of the new departments and offices and the redeployment of functions, posts and credits has taken place without generating extensive supplemental requests for the establishment of new posts or the provision of additional resources, except in one critical area where new and enlarged functions have been assigned to the department concerned (see para. 68 below).

Additional senior appointments

54. In the immediately following sections of this report a brief account will be given of the progress being made by each of the new departments and offices in redeploying to best advantage the resources now assigned to it and in rationalizing and streamlining its internal structure. Meanwhile, the Secretary-General wishes

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to report on the senior appointments which have been made to the remaining key posts in the new departments and offices, which were still unfilled at the time of his last report to the Council.

55. In the Department of International Economic and Social Affairs, the post of Assistant Secretary-General in charge of one of the two main "clusters" of functions assigned to the Department pursuant to General Assembly resolution 33/197 - Development Research and Policy Analysis - has been filled by the appointment of P. N. Dhar, effective 1 September; while in the Department of Technical Co-operation for Development, Miss Margaret Joan Anstee, formerly Assistant Administrator, Bureau for Programme Policy and Evaluation in UNDP has been named, effective 1 December 1978, as Assistant Secretary-General of the Department. In this capacity, she will serve as Deputy to the Under-Secretary-General, and will have responsibility under his direction, for all aspects of the work of the Department. With these two appointments, the task of filling the top leadership posts in the three new departments and offices has now been completed.

Office of Secretariat Services for Economic and Social Matters

56. The Office of Secretariat Services for Economic and Social Matters has largely completed its redeployment and rationalization of functions, posts and credits, transferred partially (29 posts) from the former Department of Economic and Social Affairs and partially (5 posts) from the former Office of Inter-Agency Affairs and Co-ordination. In a number of instances the duties attaching to a number of posts transferred to this Office have had to be re-examined and modified to take account of altered functions and responsibilities: but no additional staff requirements are envisaged for 1979 other than a minor strengthening of the clerical support component of the Office and a number of needed reclassifications.

57. The intent of the General Assembly in recommending the establishment of this Office was to bring together all technical secretariat services for the Committee for Programme and Co-ordination, the Economic and Social Council, the General Assembly and *ad hoc* conferences in the economic and social fields as well as for the intersecretariat co-ordination machinery. This function, as well as others, was enumerated in the Secretary-General's bulletin ST/SGB/163 announcing the establishment of the Office. The principal objective of this function is to organize and co-ordinate the provision, by the Secretariat units concerned, of substantive support services for the work of intergovernmental bodies and the intersecretariat machinery. The Office has the function of planning, on an annual or biennial basis, the agenda and documentation for those bodies and, in consultation with the Department of Conference Services, of preparing the calendar of meetings in the economic, social and related fields. Within the framework of ST/SGB/160, it participates in the planning and preparation of special conferences in the economic and social fields. The Office is also responsible for serving as the channel of communication, on matters coming within the purview of the Office, between the United Nations and the specialized agencies, the International Atomic Energy Agency (IAEA) and other intergovernmental organizations.

58. This Office participates in all stages of the work of a particular meeting: its preparation, including its scheduling, notification of meeting dates to participants, preparation of agenda and annotations thereto, arranging for informal

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contact and consultations with regional groups regarding the election of officers, forecasting and editing of documentation, scheduling of submission of documentation for translation and reproduction by the Department of Conference Services, advising on procedural matters and the application of rules of procedure, preparation of certain parts of the reports of a meeting, preparation and submission for reproduction of adopted texts of reports.

59. Effective 1 September 1978, the Office has instituted a new system of documents clearance and control, which is intended to achieve a more thorough policy review of documentation by substantive and other units concerned, and to ensure timeliness in the distribution as well as better presentation of Secretariat reports. Under the new system, the personal attention of the Director-General for Development and International Economic Co-operation is drawn to the policy aspects of, and recommendations contained in, the documentation relating to economic and social matters.

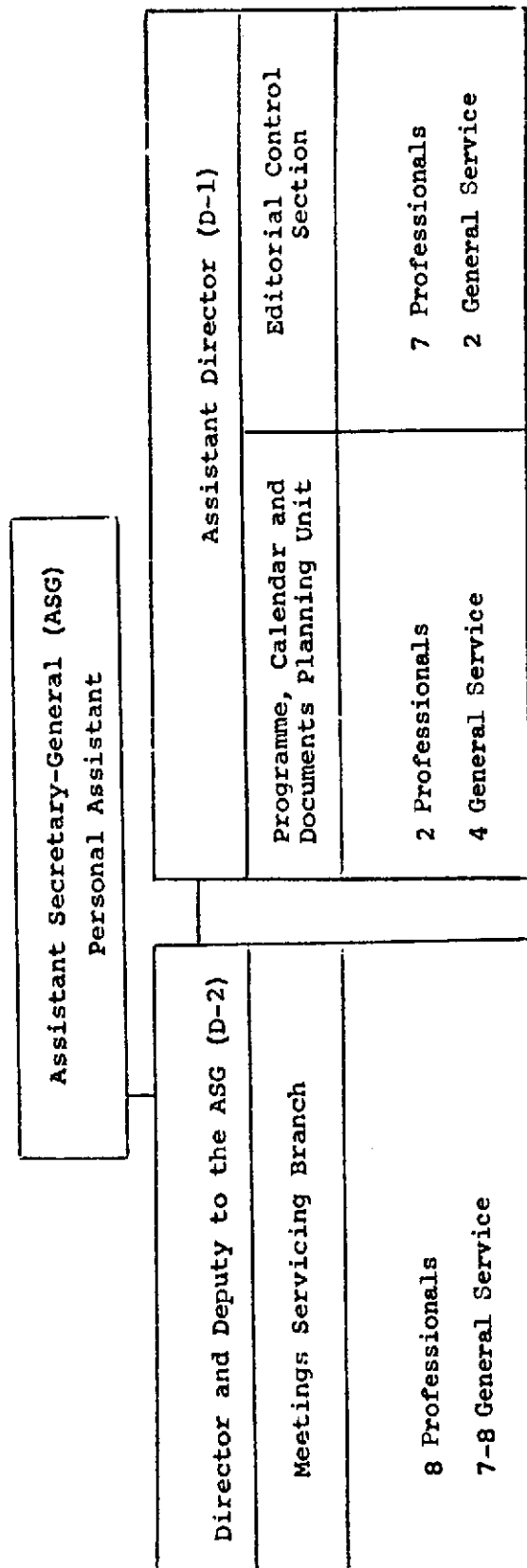
60. After a particular meeting, this Office ensures that the substantive units concerned are informed of relevant developments in the work of those bodies in the economic and social fields, including resolutions and decisions adopted by them, and ensures that those bodies are kept informed of action being taken, in response to their decisions, by the Secretariat units concerned.

61. As shown in the table forming part of paragraph 31 of the Secretary-General's report to the Council (E/1978/118), the establishment of this Office will consist of 20 Professionals and 14 or 15 General Service staff throughout 1979 (a request for one additional General Service post has been made by the Office but not yet dealt with). To provide technical secretariat services for meetings, a Meetings Servicing Branch has been created, consisting of 8 Professionals and 7 or 8 General Service staff, under the direct supervision of the Deputy to the Assistant Secretary-General who also serves as the Secretary of the Second Committee of the General Assembly and the Economic and Social Council. The two other organizational elements of the Office consist of a Programme, Calendar and Documents Planning Unit (2 Professionals and 4 General Service staff) and an Editorial Control Section (7 Professionals and 2 General Service). An Assistant Director (D-1) will be directly responsible for the oversight of these two services.

62. The structure proposed for the Office is shown in the following organization chart. In its main outlines it corresponds to the organigram which was presented to the Advisory Committee for Administrative and Budgetary Questions when the Secretary-General's proposals for the reallocation of functions, posts and credits were reviewed by that Committee. Since that review was completed a small number of posts have been redeployed from the Editorial Control Section to the Meetings Servicing Branch on the basis of experience and workload distribution. These changes are designed to introduce greater flexibility in the use of staff resources within the Office and to avoid the need to ask for additional staff resources. The Secretary-General believes that, with the organizational structure now envisaged, it will be possible to achieve a higher level of technical secretariat servicing support for intergovernmental and intersecretariat machinery which constitutes the underlying objective of the establishment of this Office.

Figure 1

Office of Secretariat Services for Economic and Social Matters



Department of Technical Co-operation for Development

63. The Department of Technical Co-operation for Development brings together under unified direction and control for the first time staff components (and the corresponding functions) from substantive divisions or other organizational units of the former Department of Economic and Social Affairs and links them with the corresponding support services of the former Office of Technical Co-operation. Technical assistance recruitment services, fellowships, and procurement services related to technical co-operation activities have also been transferred to the new Department which now comprises some 527 posts, as follows: 220 from the regular budget (of which 93 are Professional and 127 General Service) and 307 from extrabudgetary funds, chiefly overheads (of which 146 are Professional and 161 General Service).

64. The new Department has been organized into two main components - one grouping together substantive support services (e.g., the Centre for Natural Resources, Energy and Transport, the Division of Public Administration and Finance, and development advisory and other substantive support and advisory services); and the other responsible for operations. In addition, it undertakes research and analysis for those economic and social sectors that do not fall within the purview of other United Nations units, organs, programmes and specialized agencies and which are necessary for substantive support of technical co-operation activities. Through its unit for technical co-operation policy co-ordination, it maintains liaison with UNDP and associated funds and with other bodies of the United Nations which execute technical co-operation projects directly and promotes in this connexion uniform application of policies procedures as required (see para. 91 below). The following provisional organizational chart sets out in further detail the grouping and distribution of the various functions relating to the servicing of the technical assistance programme which are now brought together in this Department.

65. Redeployment of staff from the departments or offices to which they formerly belonged to the new Department has in most instances taken place, although the physical relocation of staff has in some cases been delayed owing to lack of space. It must also be noted that in the case of certain organizational units - notably the Statistical Office, the Office for Science and Technology and the Centre for Social Development and Humanitarian Affairs, functions and staff related to technical co-operation activities remain with the organizational units concerned, pending further review. In the case of the Statistical Office this arrangement will be reviewed at the end of a year to determine whether any changes are required.

66. In conformity with General Assembly resolution 32/162 under which the United Nations Centre for Human Settlements (Habitat) has been charged with the task of executing technical assistance projects in the field of human settlements, arrangements have been completed for the orderly transfer from the Department to Habitat of management responsibility related to current projects in the human settlements area. The effective date of this transfer, 1 January 1979, has been chosen to phase into the move of the related elements of the Centre for Housing,

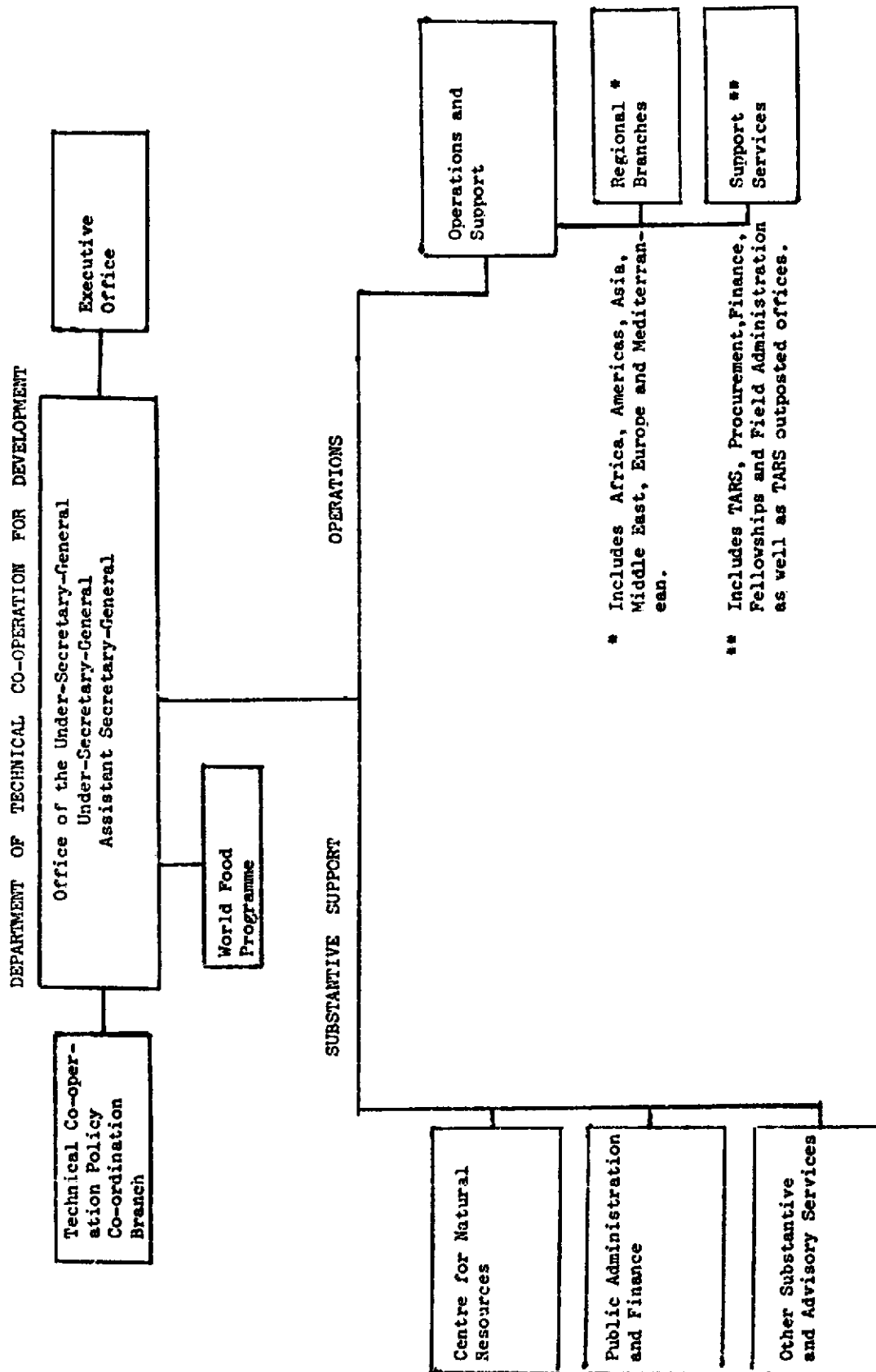
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Building and Planning from New York to its new location as part of Habitat at Nairobi. The transfer involves the turning over from the Department to Habitat of project management responsibility for human settlement projects, the transfer of all project files and pertinent documentation, and the transfer to Habitat of some eight posts and staff. To facilitate the transfer arrangements during the period when Habitat is being established at Nairobi, the Department will continue to provide project support services covering such matters as recruitment of field support personnel, procurement and fellowship placement, until Habitat is in a position to take over these functions.

67. An important development in the ongoing process of rationalization and streamlining of structures and resources, arising out of the decisions on restructuring, relates to the transfer of responsibility for certain types of projects from the Department to the regional commissions. Progress in this matter is closely related to the implementation of recommendations regarding regional structures and measures to strengthen the role of the regional commissions and is to be dealt with in greater detail in section V below.

68. In its reorganization of functions and structures, the Department has proceeded on the premise that, in large part, its operations would continue to be financed mainly from extrabudgetary funds derived principally from overheads earned through acting as executing agent for UNDP and other projects. Under the redistribution of functions, posts and credits authorized by ST/SGB/162 the majority of posts transferred to this department (307 out of 527) are financed from extrabudgetary (chiefly overhead) sources; and further progress is being made in effecting the exchange of regular budget posts still on the departmental manning table for extrabudgetary posts in other departments and offices. The eventual result of this continuing exchange will be to concentrate the majority of extrabudgetary posts, now scattered over a number of departments and offices, in the Department of Technical Co-operation, thus rationalizing and simplifying the management of overhead funds derived from technical assistance projects. It is already clear that with the consolidation of extra budget posts that has already been accomplished, some reduction in the over-all total of extrabudgetary posts financed from overhead funds will result. The Department currently has this aspect of the matter under intensive review and has already earmarked a total of 19 overhead posts for cancellation. The review will continue into 1979 and it is expected that further rationalization and streamlining will be achieved through continuing consolidation of overhead posts in the new Department and the exchange of regular budget posts with other offices and departments.

Figure 2



PROVISIONAL

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Department of International Economic and Social Affairs

69. The main goal of restructuring, as it affects the new Department of International Economic and Social Affairs, has been to enable the Department to concentrate on two clusters of functions - interdisciplinary research and analysis and programme planning and programme co-ordination - both of which involve new responsibilities or a reorientation of existing ones. In this process, the Department has been relieved of functions for the execution and substantive support of technical assistance projects, and of responsibility for providing the secretariat of the Economic and Social Council and other technical secretariat services in the economic and social field. These two sets of functions, formerly carried out by the Department of Economic and Social Affairs, were transferred respectively to the new Department of Technical Co-operation for Development and the new Office of Secretariat Services for Economic and Social Matters.

70. The new Department of International Economic and Social Affairs has been able to rationalize and streamline its structure along the following lines: the Department's activities, as a result of the changes which have been effected, will now be centred in three broad areas - Development Research and Policy Analysis, Social Development and Humanitarian Affairs, and Programme Planning and Co-ordination.

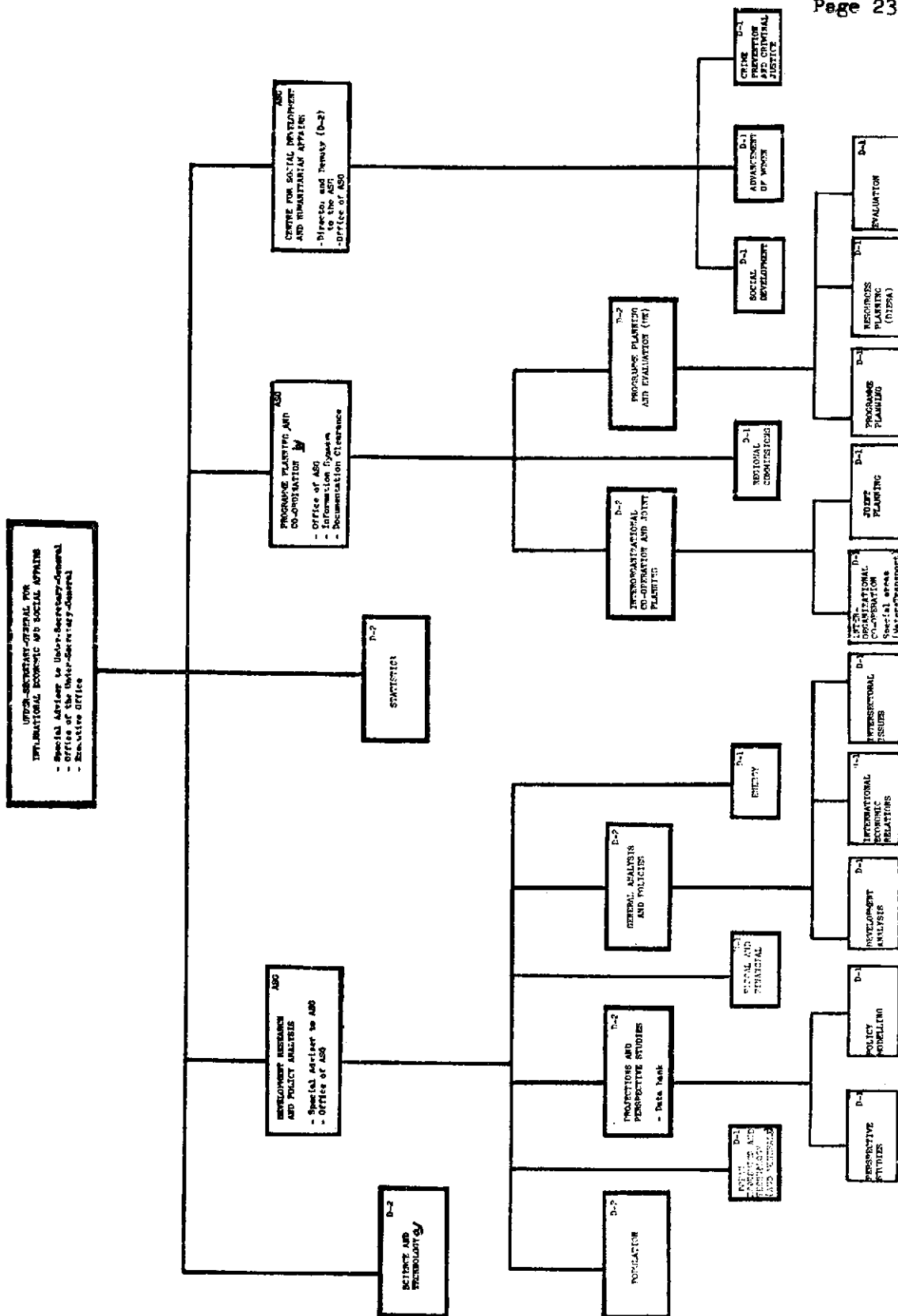
71. However, the Office for Science and Technology will, for the time being, be retained as a separate entity, pending a decision by the United Nations Conference on Science and Technology for Development to be held at Vienna in August 1979. The Statistical Office also will remain as a separate entity reporting directly to the Under-Secretary-General of the Department, in view of the integrated nature of the activities in this field and its central role in providing statistical support not only to all three basic divisions of the Department itself but to all economic and social sectors. This arrangement will be reviewed at the end of a year jointly by the Departments of International Economic and Social Affairs and of Technical Co-operation for Development to determine whether any changes are required.

72. The detailed substructure of the Department is shown in the following organizational chart. Precise terms of reference for each of the constituent units have been established in the context of the requirements of the resolution on restructuring.

73. Pursuant to the intent of the resolution on restructuring, a main component dealing with development research and policy analysis has been established to carry out the departmental functions enumerated in paragraphs 2 (a), (b), (c), (d) and (e) of the Secretary-General's bulletin (ST/SGB/161) establishing the Department. It consists largely of the resources of the former Centre for Development Planning, Projections and Policies whose functions have now been amended and regrouped in response to the requirements of General Assembly resolution 32/197. The major units constituted from the resources of the Centre are: (a) General Analysis and Policies and (b) Projections and Perspective Studies. The General Analysis and Policies Unit will monitor and appraise social

Figure 3

ORGANIZATION: CHA II OF



g/ Pending decisions of United Nations Conference on Science and Technology.

b/ The word "co-ordination" in this context refers to programme co-ordination.

and economic developments in the world, analyse issues of present and emerging concern to the international community, and study alternative policy measures for intergovernmental consideration. Its work will deal specifically with development analysis emphasizing a unified approach to development, intercountry economic relations, particularly co-operation among developing countries, and intersectoral issues relating, *inter alia*, to linkages among trade, industries and agriculture. In the unit which will be responsible for projections and perspective studies, it is intended to undertake perspective studies to explore the implications of longer-term issues and to give emphasis to analysis of economic and social issues particularly with the aid of quantitative techniques. These activities are integral to the system-wide work on long-term development objectives and on development strategies.

74. With regard to energy, the work of the Department will be organized around a small unit concerned with research and analysis of energy trends in its relationship to economic performance. This unit will report for the time being directly to the Assistant Secretary-General; the same applies to the unit dealing with fiscal and financial issues, which consists essentially of the resources of the Financial Resources Development Branch of the Centre for Development Planning, Projections and Policies. This unit will undertake research and analysis to assist member countries in efforts towards mobilization of financial resources, both foreign and domestic, and in promotion of more equitable distribution of the benefits of development.

75. The other two units in this main component are the Population Division and the Ocean Economics and Technology Office. The existing terms of reference of the Population Division have, with the deletion of technical co-operation activities, been retained with emphasis on the analysis and assessment of population trends and policies particularly in their reciprocal relation to economic and social factors affecting development. To the existing terms of reference in the field of ocean economics and technology has been added the work of the Department in regard to minerals in its relationship to the world economy, and to the identification of problems in this field requiring intergovernmental action.

76. The substantive units of the former Department of Economic and Social Affairs, other than the Statistical Office and the Office of Science and Technology (for reasons explained earlier) are proposed to be clustered within the Development Research and Policy Analysis component to ensure the intersectoral and interdisciplinary nature of the research and analysis work to be undertaken by the Department of International Economic and Social Affairs in pursuance of General Assembly resolution 32/197.

77. The Centre for Social Development and Humanitarian Affairs consists of three units dealing with social development, advancement of women and crime prevention and criminal justice. As indicated earlier in this report, work on a unified approach to development in response to the General Assembly resolution on restructuring and other legislative mandates will also be reinforced in the development research and policy analysis component. The existing terms of reference

of the Centre have been amended only in regard to social development to provide a focus on analysis of social issues, particularly social integration and welfare policies. The work of the Centre for Social Development and Humanitarian Affairs and the development research and policy analysis component will be complementary to each other and mutually reinforcing.

78. The third main component dealing with programme planning and programme co-ordination will cover two major areas of work in the economic and social sectors, namely, promotion of system-wide interorganizational co-operation and joint planning; and programme planning and evaluation for the United Nations. These reflect the functions of the Department contained in paragraphs 2 (g), (h), (j), and (k) of ST/SGB/161.

79. The joint planning unit will, in co-operation with the agencies, undertake cross-sectoral analyses of programmes and plans in the economic and social sectors, as well as joint interagency planning of interrelated activities. Through these two sets of activities, it will develop the relevant concepts and frameworks in consultation with the agencies. The unit for interorganizational co-operation will promote interagency co-operation in relevant fields within the scope of the Department's mandate (for example, water and transport, in which the Department has been given special responsibilities), with a view to concerting approaches and ensuring complementarity of action in programme areas where several agencies are involved.

80. In respect of programme planning for the United Nations, a unit has been established to assist in the preparation and co-ordination of the medium-term plans of the economic and social sectors of the Organization. In this connexion it will be responsible for developing techniques and methodologies for medium-term planning and for programming within the context of programme budgeting. It will work in close co-operation with regional commissions and other organizational units in the economic and social fields on matters relating to the medium-term plans for the purpose of ensuring consistency between these plans and the corresponding programme budgets. Another unit will deal with internal resources planning for the Department itself, that is, the programme allocation of resources and review of the internal work plans. The unit for evaluation will design methodologies for the monitoring and evaluation of United Nations programmes in the economic and social sectors, and will co-ordinate the preparation of designated in-depth evaluation studies. It will assist units of the United Nations to develop their capacity for internal monitoring and evaluation and will co-operate with other organizations in the United Nations system in the co-ordinated development of these functions.

81. Finally, the programme planning and programme co-ordination component will include within the Office of the Assistant Secretary-General a small information system unit for the retrieval of departmental documents, research reports and other unpublished materials in the economic and social fields; and a documents clearance unit. Matters relating to relations between the Department and the commissions are dealt with in section V below.

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Resource requirements

82. In the preceding months, every effort has been made to streamline the organization of the Department and to redeploy resources available to it, taking into account its new and additional functions. Many of the functions of the Department in regard to programme planning and programme co-ordination are new; the remaining functions in this field have been substantially reoriented and expanded. In the field of development research and policy analysis, there have been similar reorientation and expansion of functions to reflect the Department's responsibilities for intersectoral research and analysis, drawing upon the system as a whole. To meet these requirements, a careful analysis of the resources available to the Department has been undertaken and the resources redeployed according to needs and priorities. For example, the Programme Planning and Co-ordination component has been established with a nucleus of resources redeployed from the Office of the Under-Secretary-General of the former Department of Economic and Social Affairs and from the Office of Inter-Agency Affairs and Co-ordination, reinforced by further redeployment of resources from the other substantive units within the Department, and from the Centre for Natural Resources, Energy and Transport. Similarly, the resources of the Centre for Development Planning, Projections and Policies have been reorganized into three major areas of concern, namely, projections and perspective studies, general analysis and policies, and fiscal and financial issues.

83. Following the above measures, the Department has made a careful assessment of its needs in order to enable it fully to discharge its mandated responsibilities and has determined that, in view of the evident limitations on further redeployment of resources, a number of additional posts, in the order of 18, with necessary supporting staff will be required in order to enable the programme planning and co-ordination component to undertake effectively its functions as described earlier, and also to provide for marginal adjustments within the Department necessitated by the process of redeployment: approximately one half of these will be required in 1979 to enable the Department to discharge the minimum of its essential functions relating to programme planning and programme co-ordination. The Secretary-General intends to submit his requirements for the rest of the current biennium as well as for the biennium 1980-1981 through the appropriate budgetary channels.

V. IMPLEMENTATION OF RECOMMENDATIONS REGARDING REGIONAL
STRUCTURES AND THEIR IMPLICATIONS FOR THE
RESTRUCTURING OF HEADQUARTERS SECRETARIAT SERVICES

84. Section VIII of the annex to General Assembly resolution 32/197 defines the functions to be performed by Headquarters secretariat support services in the economic and social fields in terms of interdisciplinary research and analysis and cross-sectoral analyses of programmes and plans, on the one hand, and appropriate substantive support for, and management of, United Nations technical co-operation activities, on the other. It provides that the process of deploying certain sectoral research and analysis activities, as defined in paragraph 61 (f) of the annex, to the above clusters of functions, should make allowance for the possibility of deploying appropriate elements to the regional commissions, including the redeployment as necessary of staff resources.

85. The Secretary-General has been mindful of the close relationships which exist between these provisions of the resolution and those regarding structures for regional and interregional co-operation. The latter cover a wide spectrum of concerns, including the role of the regional commissions in respect not only of research and operational activities, but also of global policy making, interagency co-ordination and programme planning. In particular, the resolution stresses the need for the commissions to function as the main general economic and social development centres within the United Nations system for their respective regions; to exercise team leadership and responsibility for co-ordination and co-operation at the regional level; to provide inputs for the global policy-making processes of the competent United Nations organs, and participate fully in the implementation of the relevant policy and programme decisions taken by these organs; to be consulted on the definition of the objectives to be included in the medium-term plan covering fields of interest to them; to participate actively in operational activities and be enabled to function expeditiously as executing agencies; to intensify efforts to promote regional co-operation; to strengthen and expand exchanges of information and experience so as to promote more effective interregional co-operation; and to rationalize and streamline their structures and subsidiary machinery.

86. The significance attached by the General Assembly to the above-mentioned recommendations is underlined by the related provision of the resolution that, in order to enable the regional commissions effectively to discharge the responsibilities indicated, the necessary authority should be delegated to them, and to the same end, adequate budgetary and financial provision should be made for their activities. The thrust of the recommendations has recently acquired added force from resolution 1978/74 adopted by the Economic and Social Council at its second regular session in 1978, on the subject of regional co-operation and development.

87. While several of the issues referred to above, particularly the matter of decentralization of operational activities, have been the subject of a large number of specific intergovernmental directives over the years, the restructuring resolution has placed them in the context of comprehensive measures to enhance the capabilities of the regional commissions and to strengthen relationships and complementarities between Headquarters and the commissions. Thus, in the process of implementing the first phase of the restructuring of Headquarters secretariat support services, involving the redistribution of available posts and funds among the new organizational entities, the Secretary-General was also concerned to ensure that the relevant measures would not imply any element of pre-emption for measures of decentralization to the regional commissions. Taking a similar position, the Chairman of the Advisory Committee, in his letter dated 3 July addressed to the Secretary-General, stated on behalf of the Committee that until a determination was made of how appropriate elements could be deployed in the future to the regional commissions, the redistribution of resources proposed by the Secretary-General should not be regarded as final. In his report to the Economic and Social Council at its second regular session in July/August 1978 (E/1978/118), the Secretary-General confirmed that the arrangements made in regard to the distribution of posts and funds did not in any way prejudice measures of decentralization to the regional commissions to be decided upon at an early date.

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At the same time, he initiated a broad process of consultations involving the executive secretaries of the regional commissions and the heads of the units concerned at Headquarters in order to develop an over-all framework and specific measures and modalities which would give effect to the recommendations of the General Assembly in an orderly and expeditious manner.

88. Reference has already been made in document E/1978/118 to the initial consultations undertaken on the matter at the meeting of the executive secretaries held in July 1978, which stressed the need to view decentralization as a functional process, giving due regard to activities which could be undertaken more effectively for the benefit of Member States by the regional commissions rather than by United Nations Headquarters. As agreed at that time, a further meeting between the Department of Technical Co-operation for Development and representatives of the regional commissions with the participation of UNDP and UNFPA, was held in New York in September 1978 for the purpose of formulating mutually acceptable criteria and specific schedules for the redeployment of management responsibilities in respect of subregional and regional projects from Headquarters to the respective regional commissions.

89. The discussions at the meeting concentrated on modalities for the transfer of current regional and subregional projects for which the Department of Technical Co-operation for Development is responsible. As a result, full responsibility for several of these projects will be transferred to the pertinent commissions by the beginning of next year, while responsibility for others will, at the commissions' request, be transferred at a later stage or retained by the Department. As regards UNDP projects, the designation of an executing agency for a given project is the responsibility of the Administrator, after consultation with the Government concerned. Appropriate action will therefore be taken by the Administrator in accordance with the UNDP procedures for the commissions concerned to be designated as executing agencies for the projects referred to above. The understandings reached also involve arrangements for future co-operation between the Department and the commissions, as well as UNDP as appropriate, including the systematic exchange of data, information and views, and the identification of areas in which the Department may continue to be of assistance in respect of both programme/project formulation and project implementation. As stated in document E/1978/118, the regional commissions, in their function of executing agents, will receive the overhead contribution of 14 per cent paid by UNDP towards the cost of managing individual projects.

90. The above arrangements, and the role to be played by the regional commissions under these arrangements in respect of projects for which they have assumed responsibility, are fully consonant with the desire of the General Assembly and the Economic and Social Council that the commissions be enabled to function as executing agents for certain types of projects. In the context of these discussions, however, the issue was also raised as to whether the relevant resolutions of these bodies necessarily implied a de jure designation of the commissions as executing agents, or whether a de facto exercise of such functions, with the Department of Technical Co-operation for Development continuing to be formally designated as executing agent, would suffice. In this connexion the question was also raised of the need for co-ordination and uniformity of practice.

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91. The conclusion has been reached that, in the interest of efficiency and clarity of procedures, and bearing in mind that several projects of a regional or subregional nature have previously been or will be assigned directly by UNDP to the commissions as executing agents, the commissions should have the status of executing agents, in their own right, in respect of the categories of projects described in paragraph 23 of the annex to resolution 32/197. The extent to which additional co-ordination arrangements between Headquarters and the commissions, beyond the understandings on co-operation mentioned in paragraph 64 above, are required, will be considered in connexion with the forthcoming review of other decentralization issues, referred to in paragraph 93 below. That review will provide an occasion for the over-all examination of relationships between Headquarters and other United Nations executing agents to which reference is made in the previous report of the Secretary-General (E/1978/118, para. 49).

92. Concurrently, action has been initiated within the Department of International Economic and Social Affairs to study measures to promote co-operation with, and to decentralize activities to, the regional commissions in areas within the competence of that Department, pursuant to the relevant provisions of the restructuring resolution. An internal departmental working group has recently been established which is expected to formulate shortly a set of concrete proposals for consideration by, and discussion with, the executive secretaries over the coming months. In the meantime, arrangements are being made for the substantive units within the Department such as those dealing with science and technology, development planning, social development, ocean economics and technology, statistics and population to intensify their co-operation with the commissions.

93. As a result of these initiatives, it is hoped that a comprehensive package of proposals, covering the whole range of issues outlined in paragraph 85 above, can be formulated for consideration at the next meeting of the executive secretaries to be held at Rabat early in 1979. In particular, it is expected that these consultations will cover, inter alia, (a) the elaboration of a time-table for decentralization of appropriate research and analysis activities, both sectoral and intersectoral, and the formulation of arrangements for strengthening co-operation between Headquarters and the commissions in regard to programme planning, as well as research and analysis; (b) outstanding issues concerned with decentralization of technical co-operation projects, for example, the further development of broad criteria to govern decentralization, and arrangements in respect of decentralization of technical co-operation projects coming within the scope of paragraph 23 of the annex to General Assembly resolution 32/197 but not covered in paragraph 89 above; (c) arrangements to facilitate the involvement of the regional commissions in the work of ACC and the ACC subsidiary machinery, including the provision of timely information to the commissions on agendas and schedules of these bodies; (d) measures to enable the commissions to exercise effectively their responsibilities for co-ordination and co-operation at the regional level, including the convening of periodic interagency regional meetings, and the strengthening of linkages between these arrangements and intersecretariat co-ordination arrangements at the global level; (e) measures to strengthen and realize the potential of interregional co-operation, pursuant to paragraph 25 of the annex to General Assembly resolution 32/197; (f) question of

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liaison services at United Nations Headquarters for the commissions, and the provision of substantive support for the periodic meetings with the executive secretaries, convened pursuant to General Assembly resolution 1823 (XVII).

94. Consultations will be held prior to the Rabat meeting in order to prepare the ground for the discussions at that meeting of decentralization and related issues coming within the purview of the new organizational entities. Efforts will also be made to identify other aspects of decentralization in fields coming within the purview of other United Nations services, units and organs, for the purpose of preliminary discussion at that meeting.

95. In accordance with his responsibilities as outlined in section III of the present report with regard to co-ordination and relations at the policy level with the regional commissions, the Director-General for Development and International Economic Co-operation will provide guidance and orientation for the above-mentioned processes. In addition, efforts will be made to organize the above-mentioned consultations in such a way as to enable the next session of the General Assembly to adopt, in the context of its consideration of the next programme budget, appropriate measures for the strengthening of the commissions, and to determine how best to translate the distribution of functions and co-operative arrangements between Headquarters and the regional commissions into programme terms for the next biennium.

VI. FURTHER IMPLEMENTATION OF GENERAL ASSEMBLY RESOLUTION 32/197

96. The recommendations contained in General Assembly resolution 32/197 may be considered as falling within two broad categories. One category comprises definitions of the role and continuing responsibilities of organs and bodies of the United Nations itself, together with standing guidelines to govern the substantive thrust of future action not only by these bodies but also by the various organizations of the United Nations system as a whole. The second category covers those recommendations that call for specific measures in the short or medium term. These relate, on the one hand, to the functioning, structures and methods of work of United Nations organs and bodies and their interrelationships with analogous elements within the system. On the other hand, they concern structural arrangements for the United Nations Secretariat proper and the relevant linkages with the secretariats of other organizations of the system. The following table endeavours to provide a summary listing of the recommendations falling within the second category, together with an indication of the reports or documents containing references to such action as has been formally recorded in respect of each of these recommendations.

General Assembly resolution 32/197 recommendation	Relevant documentation	Assistance given by Secretary-General
I. GENERAL ASSEMBLY		
<u>Para. 3:</u> Methods of work and procedures of General Assembly	A/C.2/33/L.1 A/C.2/33/SR.3	Para. 14 of present report
<u>Para. 4:</u> Documentation for General Assembly, Economic and Social Council, etc.	Progress report of ACC, E/1978/107, chap. I (dealing with interagency inputs); Report of Economic and Social Council, A/33/3, <u>b/</u> para. 461	
II. ECONOMIC AND SOCIAL COUNCIL		
<u>Para. 6: a/</u> Assistance of Economic and Social Council to General Assembly	A/33/3, <u>b/</u> paras. 464, 466 President's summing up of deliberations)))))))))) Para. 14 of present report and Secretary-General's report E/1978/118, para. 37
<u>Para. 7: a/</u> Subject-oriented sessions of Economic and Social Council		
<u>Para. 8: a/</u> Programme of work of Economic and Social Council	A/33/3, <u>b/</u> paras. 460-463 President's summing up of deliberations	
<u>Para. 9: a/</u> Periodic ministerial meetings of Economic and Social Council		
<u>Paras. 10, 11 and 12: a/</u> Economic and Social Council subsidiary machinery		
<u>Para. 13: a/</u> Participation in, and increased representativity of, Economic and Social Council		

a/ Informal consultations currently under way pursuant to Economic and
Social Council decision 1978/71.

b/ Official Records of the General Assembly, Thirty-third Session,
Supplement No. 3 (A/33/3).

General Assembly resolution 32/197 recommendation	Relevant documentation	Assistance given by Secretary-General
<u>Para. 14:</u> a/ Participation of executive heads in Economic and Social Council	A/33/3, b/ para. 465, President's summing up of deliberations; E/1978/107, para. 10; Progress report by UNESCO E/1978/111	
<u>Para. 15:</u> a/ Consultative arrangements with non-governmental organizations		
III. OTHER FORUMS		
<u>Paras. 16 and 17:</u> Implementation by United Nations organs and agencies of General Assembly and Economic and Social Council recommendations	E/1978/107, chap. I	
<u>Para. 18:</u> Role of United Nations Conference on Trade and Development	Report of the Trade and Development Board on its eighteenth session, A/33/15 and Corr.1, vol. II, paras. 576-579 and 595-601	
IV. STRUCTURES FOR REGIONAL AND INTERREGIONAL CO-OPERATION		
<u>Paras. 19-20:</u> Role of the regional commissions within the United Nations system	E/1978/107, chap. II	
<u>Para. 21:</u> Role of the regional commissions in planning and global policy making	See section V of the present report	
<u>Para. 22:</u> Common definition of regions and subregions within the system	E/1978/107, para. 19	
<u>Para. 23:</u> Participation of the regional commissions in operational activities for development	Para. 91, present report; E/1978/118, paras. 47, 48	

General Assembly resolution 32/197 recommendation	Relevant documentation	Assistance given by Secretary-General
<u>Para. 24:</u> Assistance by regional commissions to economic co-operation among developing countries	A/33/15 and Corr.1, vol. II, paras. 453-467 and annex I, decision 174 (XXIII)	
<u>Para. 25:</u> Interregional co-operation	See section V of the present report	
<u>Para. 26:</u> Delegation of authority and budgetary provision for regional commissions	See section V of the present report	
<u>Para. 27:</u> Streamlining of subsidiary machinery of regional commissions		
V. OPERATIONAL ACTIVITIES FOR DEVELOPMENT <u>c/</u>		
<u>Para. 29:</u> Economic and Social Council reviews of operational activities		
<u>Para. 30:</u> Integration measures in respect of United Nations programmes and funds		
<u>Para. 31:</u> Single pledging conference	Paras. 12-14 of the present report; E/1978/107, paras. 23-25	
<u>Para. 32:</u> Uniformity of administrative and financial procedures	UNDP Governing Council report E/1978/53/Rev.1, <u>c/</u> para. 333; E/1978/107, para. 22	
<u>Paras. 33 and 34:</u> Co-ordination at the country level	E/1978/107, chap. III; E/1978/53/Rev.1, <u>c/</u> paras. 321-323 and 334-336	
<u>Para. 35:</u> Single governing body for United Nations operational activities		

c/ For a general discussion on this section of the resolution, see the report of the Governing Council of UNDP (Official Records of the Economic and Social Council 1978, Supplement No. 13 (E/1978/53/Rev.1), chap. VII).

General Assembly resolution 32/197 recommendation	Relevant documentation	Assistance given by Secretary-General
Para. 36: Developing country representation in secretariat structures concerned with operational activities	E/1978/107, para. 34	
VI. PLANNING, PROGRAMMING BUDGETING AND EVALUATION		
Para. 38: Development of thematic approaches		
Paras. 39-41: Role of the Committee for Programme and Co-ordination	Report of CPC A/33/38, para. 675 (a)-(f)) Para. 15 of present report
Para. 42: Evaluation	A/33/38, d/ para. 675 (a)	
Paras. 43-45: Work of the United Nations system regarding programming and planning	E/1978/107, chap. III; Report of UNEP Governing Council, A/33/25, e/ decision 6/1 (sect. II) and chap. III	
Para. 46: Measures to facilitate high-level representation in the Committee for Programme and Co-ordination	General Assembly resolution 31/93, para. 12	
Para. 47: Activities and membership of the Advisory Committee on Administrative and Budgetary Questions	General Assembly resolution 32/103	
Para. 48: Co-operation between the Advisory Committee on Administrative and Budgetary Questions and the Committee for Programme and Co-ordination	A/33/38, d/ para. 675 (h)	
Para. 49: Programme budget implications of intergovernmental proposals	E/1978/108, para. 9 (on financial impact of system-wide decisions)	

d/ Official Records of the General Assembly, Thirty-third Session, Supplement No. 38 (A/33/38).

e/ Ibid., Supplement No. 25 (A/33/25).

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General Assembly resolution 32/197 recommendation	Relevant documentation	Assistance given by Secretary-General
VII. INTERAGENCY CO-ORDINATION		
<u>Paras. 50-53</u> : Aims and tasks of interagency co-ordination	E/1978/107; E/1978/111; E/1978/C.1/L.33 (note on WHO resolution)))) E/1978/118,) para. 39; para. 16) of present report)
<u>Paras. 54-56</u> : Role, functioning and methods of work of ACC including streamlining of subsidiary machinery	E/1978/107; A/33/25, e/ decision 6/1 (sect. II) and chap. III; E/1978/144))))
<u>Para. 57</u> : Economic and Social Council review of relationship agreements		
<u>Para. 58</u> : Exercise by General Assembly of powers under article 17 of Charter		
VIII. SECRETARIAT SUPPORT SERVICES		
<u>Paras. 59-64</u> : Restructuring of Headquarters secretariat services	E/1978/28; E/1978/118; present report	

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97. As may be seen from the foregoing, the implementation of General Assembly resolution 32/197 involves action by different United Nations intergovernmental organs and by various elements of the United Nations system both at the intergovernmental level and, jointly or individually, at the level of secretariats. This variety of types and levels of action may be expected to persist if, as already envisaged, the Assembly keeps the implementation of that resolution under review and continues the process of restructuring the United Nations system. In order to facilitate the performance of these tasks, the Assembly may wish to consider inviting the Secretary-General to prepare, after appropriate consultations and, as relevant, with the co-operation of the executive heads of the organizations concerned, periodic consolidated reports synthesizing the information emanating from the variety of sources just mentioned regarding action taken in implementation of the resolution.
