

**REPORT  
OF THE  
COMMITTEE  
FOR PROGRAMME AND CO-ORDINATION  
on the work of its twenty-sixth session**

**GENERAL ASSEMBLY**

**OFFICIAL RECORDS: FORTY-FIRST SESSION**

**SUPPLEMENT No. 38 (A/41/38)**



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**New York, 1986**

# **NOTE**

**Symbols of United Nations documents are composed of capital letters combined with figures. Mention of such a symbol indicates a reference to a United Nations document.**

[4 June 1986]

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## ABBREVIATIONS

ACABQ	Advisory Committee on Administrative and Budgetary Questions
ACC	Administrative Committee on Co-ordination
CPC	Committee for Programme and Co-ordination
ECA	Economic Commission for Africa
ECE	Economic Commission for Europe
ECLAC	Economic Commission for Latin America and the Caribbean
ESCWA	Economic and Social Commission for Western Asia
ESCAP	Economic and Social Commission for Asia and the Pacific
FAO	Food and Agriculture Organization of the United Nations
GATT	General Agreement on Tariffs and Trade
IAEA	International Atomic Energy Agency
ICAO	International Civil Aviation Organization
IFAD	International Fund for Agricultural Development
ILC	International Labour Organisation
IMO	International Maritime Organization
INCB	International Narcotics Control Board
ITC	International Trade Centre
JIU	Joint Inspection Unit
UNCITRAL	United Nations Commission on International Trade Law
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNDRO	Office of the United Nations Disaster Relief Co-ordinator
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFDC	United Nations Fund for Drug Abuse Control

#### ABBREVIATIONS (continued)

UNFPA	United Nations Fund for Population Activities
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDIR	United Nations Institute for Disarmament Research
UNIDO	United Nations Industrial Development Organization
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
WFC	World Food Council
WFP	World Food Programme
WHO	World Health Organization
WIPO	World Intellectual Property Organization



## I. ORGANIZATION OF THE SESSION

1. The Committee for Programme and Co-ordination (CPC) held an organizational meeting (1st meeting) at United Nations Headquarters on 31 March 1986. The Committee was scheduled to hold its twenty-sixth session at United Nations Headquarters from 28 April to 30 May 1986; however, in conformity with General Assembly decision 40/472 of 9 May 1986, the Committee concluded its work on 23 May. It held 44 meetings (2nd to 45th meetings).

2. The Committee regretted that it was unable to consider all items of its agenda in the manner it would have desired, in particular the items dealing with the report of the Secretary-General on programme performance of the United Nations for the biennium 1984-1985 (see paras. 58-70 below), the reports of the Joint Inspection Unit (see chap. V below) and the annual overview report of the Administrative Committee on Co-ordination for 1985/86 (see paras. 222-229 below).

### A. Agenda

3. The agenda for the twenty-sixth session, adopted by the Committee at its 1st meeting, is reproduced in annex I.

4. In adopting the agenda, the Committee, in accordance with the decision taken at its twenty-fourth session, 1/ decided to consider at its twenty-sixth session the reports of the Joint Inspection Unit on the Transport and Communications Decade in Africa (A/40/633) and the comments thereon of the Secretary-General (A/40/633/Add.1), and on United Nations development system support to the implementation of the Buenos Aires plan of action on technical co-operation among developing countries (A/40/656) and the comments thereon of the Administrative Committee on Co-ordination (A/40/656/Add.1).

### B. Election of officers

5. At its 1st meeting, on 31 March 1986, the Committee elected the following officers by acclamation:

Chairman: Mr. Jan Berteling (Netherlands)

Vice-Chairmen: Mr. Anwarul Karim Chowdhury (Bangladesh)  
Mr. Deryck Lance Murray (Trinidad and Tobago)  
Mr. Saymah Yenatee Tuan (Liberia)

Rapporteur: Mr. Anstoly A. Mardovich (Byelorussian Soviet Socialist Republic)

### C. Attendance

6. The following States members of the Committee were represented:

Argentina	Japan
Bangladesh	Liberia
Benin	Netherlands
Brazil	Peru
Byelorussian Soviet Socialist Republic	Trinidad and Tobago
Cameroon	Union of Soviet Socialist Republics
Egypt	United Kingdom of Great Britain and Northern Ireland
France	United States of America
Germany, Federal Republic of	Yugoslavia
India	Zambia
Indonesia	

7. The following States Members of the United Nations were represented by observers:

Algeria	Finland
Australia	Honduras
Austria	Jamaica
Canada	Pakistan
China	Sweden
Denmark	

8. The following specialized agencies were represented:

International Labour Organisation  
Food and Agriculture Organization of the United Nations  
United Nations Educational, Scientific and Cultural Organization  
World Health Organization  
World Bank  
International Fund for Agricultural Development

9. Also present at the session were the Under-Secretary-General, Department of Administration and Management; the Assistant Secretary-General, Controller, Office of Financial Services; the Assistant Secretary-General, Office for Programme Planning and Co-ordination; the Assistant Secretary-General, Office of Secretariat Services for Economic and Social Matters; and other senior officials of the United Nations Secretariat, including representatives of the Office of the Director-General for Development and International Economic Co-operation, the Economic Commission for Europe (ECE), the Economic and Social Commission for Asia and the Pacific (ESCAP), the Economic Commission for Latin America and the Caribbean (ECLAC), the Economic Commission for Africa (ECA) and the Economic and Social Commission for Western Asia (ESCWA). Representatives of the World Food Council (WFC), the United Nations Centre for Human Settlements (UNCHS), the United Nations Conference on Trade and Development (UNCTAD), the United Nations Environment Programme (UNEP), the United Nations Development Programme (UNDP), the United Nations Fund for Population Activities (UNFPA) and the International Trade Centre UNCTAD/GATT (ITC) also attended the session.

#### D. Format of the report of the Committee

10. In order to give its report a sharper focus, the Committee decided to discontinue including a section on its discussion and to ensure that its conclusions and recommendations were stated with clarity and precision. If it were considered that further clarification of its conclusions and recommendations was needed, the Committee agreed that its report would contain a brief summary of its discussion.

#### E. Documentation

11. The list of documents before the Committee at its twenty-sixth session is contained in annex II.

#### F. Report of the Advisory Committee on Administrative and Budgetary Questions transmitted to the Committee by the General Assembly

12. The General Assembly, by resolution 40/251 of 18 December 1985, transmitted to the Committee for its information the report of the Advisory Committee on Administrative and Budgetary Questions on administrative and budgetary co-ordination of the United Nations with the specialized agencies and the International Atomic Energy Agency (A/40/769).

13. The Committee, at its 40th meeting, on 21 May 1986, took note of the above-mentioned report.

#### G. Adoption of the report of the Committee

14. At its 43rd to 45th meetings, on 22 and 23 May 1986, the Committee adopted the draft report on its twenty-sixth session (E/AC.51/1986/L.4 and Add.1-21), as orally revised during the discussion.

15. Owing to constraints of time, the Committee could not adopt the text of the following paragraph, which is related to the Committee's conclusions and recommendations on the report of the Secretary-General on the triennial review of the implementation of the recommendations made by the Committee at its twenty-third session on the work of the Department of Public Information (see paras. 80-95 below):

#### "F. Timeliness of publications

"The Committee regretted the lack of progress made so far in improving the timeliness of both the Yearbook of the United Nations and the UN Chronicle. It therefore recommends that the publication of the UN Chronicle be suspended for a trial period of one to two years and that the resources be redeployed to the Yearbook with a view to increasing the timeliness of that publication. The Committee requested the Department of Public Information to determine whether the rate of production of the Yearbook has substantially improved and to report thereon to the Committee at its twenty-eighth session."

II. IMPROVEMENT OF THE WORK OF THE COMMITTEE UNDER ITS MANDATE  
WITH, INTER ALIA, A VIEW TO ITS CONSIDERATION OF FUTURE  
PROGRAMME BUDGETS AND MEDIUM-TERM PLANS

16. The Committee considered item 3 of its agenda at its 20th to 24th, 32nd, 35th, 36th and 38th to 42nd meetings, on 8, 9, 12, 16 and 19 to 22 May 1986. For its consideration of the item, the Committee had before it the note by the Secretary-General containing proposals for improvements in the work of the Committee and suggestions for changes in the Committee's procedures (E/AC.51/1986/13). The Committee also had before it under this item the report of the Secretary-General on existing expert bodies within the United Nations (E/AC.51/1986/6).

Discussion

17. In paragraph 24 of his note (E/AC.51/1986/13), the Secretary-General proposed that, should the Committee be of the view that the totality of resources allocated within a budget section was disproportionate to the outputs and or services delivered, it could recommend that the Secretariat unit in question be subjected to a zero-base review during the off-budget year. While zero-base budgeting on a global basis would be a practical impossibility, a system of zero-base reviews of two or three budget sections during each biennium would be carried out, as part of the implementation of the Committee's responsibilities under regulation 4.8 of the Rules and Regulations of the United Nations Governing Programme Planning, the Programming Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation.

18. The Committee considered the above-mentioned proposal and, after seeking further clarification of the concept of zero-base review and receiving the explanation that it would require a 100 per cent justification for expenditures requested for a particular budget section, several delegations expressed their support for the proposal. Several other delegations, however, expressed serious reservations. Some delegations indicated that they could accept the proposal if the selection of two or three budget sections for zero-base review every two years were not obligatory or automatic but an option for the Committee to select, if it so wished. Other delegations requested clarification of the criteria that would be used in selecting the budget sections for zero-base review. One delegation expressed its concern that undertaking a zero-base review would seriously increase the workload of the Committee. A few delegations were strongly of the view that the procedures for budget review were set out in the Rules and Regulations Governing Programme Planning and that those procedures should be followed.

19. The Committee also considered that, in the context of the cross-sectional analyses mentioned in paragraph 32 (f) below, the current budget presentation should continue to be improved so as to make clearer the programmatic correspondence between the programme budget and the medium-term plan.

20. In the context of enhancing the effectiveness of secretariat services to the Committee, the Committee also considered whether a single secretariat unit should be primarily responsible for planning, programming, monitoring, evaluation and co-ordination activities in all substantive programme areas. The Committee recalled that the Office for Programme Planning and Co-ordination was established in pursuance of General Assembly resolution 32/197 of 20 December 1977 and was,

therefore, entrusted with responsibilities for programme planning and co-ordination in the economic and social sectors.

21. Some delegations felt that a single secretariat unit would be useful and agreed with that concept. Several other delegations, however, expressed their doubts in that regard. Some delegations considered that it would be better to await the recommendations of the Group of High-level Intergovernmental Experts to Review the Efficiency of the Administrative and Financial Functioning of the United Nations with regard to possible future structural changes in the Organization. One delegation felt that the Programme Planning and Budgeting Board could resolve whatever problem was created by the lack of a single secretariat unit for planning, programming, monitoring, evaluation and co-ordination.

22. The Committee also had before it an informal paper submitted by one delegation in which it suggested: (a) that it might be advisable to consider the possibility of making the secretariat of CPC an independent and neutral body, as was that of the International Civil Service Commission, so as to enable it to evaluate the activities of the Organization independently of the authority of the Secretary-General; (b) that substantive departments and offices of the United Nations Secretariat should be given the same opportunity to submit written comments on evaluation reports as the specialized agencies had with regard to cross-organizational programme analyses; and (c) that, since CPC sometimes adopted the conclusions and recommendations of the Secretary-General with no substantive discussion owing to the late distribution of documentation or time constraints, such a practice tended to undermine the authority of the Committee and it might therefore be desirable for the Committee to concentrate on a more limited range of subjects so that it would be better able to formulate its own conclusions and recommendations.

23. Some delegations considered that the ideas expressed in the informal paper were interesting. Others, however, saw no serious problem with the evaluators and the evaluated functioning under the same authority and expressed their confidence in, and satisfaction with, the existing evaluation system. It was also stated that, should there be a difference of views between the evaluators and the evaluated, there existed at least four, and sometimes more than four, opportunities for the evaluated to express its views (i.e., in CPC, the Economic and Social Council, the relevant Main Committees of the General Assembly and, finally, the Assembly itself).

24. The Assistant Secretary-General, Office for Programme Planning and Co-ordination, explained briefly the evaluation process, recalled that in-depth evaluations related only to the organs, programmes and bodies under the authority of the Secretary-General and affirmed that substantive departments and offices of the United Nations Secretariat can, subject to existing procedures, submit written comments on the evaluation reports whenever the Committee requests them to do so. Requests for in-depth evaluation studies originated in CPC, in accordance with regulation 6.2 of the Rules and Regulations of the United Nations Governing Programme Planning, the Programming Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation. The studies were carried out by the Central Evaluation Unit, which was under the joint supervision of the Assistant Secretaries-General, Office for Programme Planning and Co-ordination and Office of Financial Services, and under the overall direction of the Programme Planning and Budgeting Board, which was chaired by the Secretary-General.

## Conclusions and recommendations

### General

25. The Committee took note of the note by the Secretary-General on the improvement of its work (E/AC.51/1986/13).
26. The Committee emphasized its role in planning and programming within the United Nations and in co-ordination within the United Nations system.
27. The Committee acknowledged that there was no need to recommend any modification of its terms of reference as set out in the annex to Economic and Social Council resolution 2008 (LX).
28. Recalling paragraph 7 of General Assembly resolution 40/237 of 18 December 1985, by which the Assembly invited the relevant subsidiary organs of the General Assembly to submit to the Group of High-level Intergovernmental Experts to Review the Efficiency of the Administrative and Financial Functioning of the United Nations information and comments on matters pertaining to their work, the Committee decided to transmit to the Group the report on the work of its twenty-sixth session and to draw the attention of the Group to the relevant chapters of the report, as well as to other conclusions and recommendations of the Committee of a general or methodological character relating to programming, planning and co-ordination.

### Review of the medium-term plan

29. The Committee noted that the medium-term plan and the programme budget performed different functions in the programme planning cycle and that the medium-term plan itself provided a framework for the formulation of the programme budget and priority setting.
30. The Committee decided that the medium-term plan review should be carried out according to the following guidelines
- (a) At the technical level, the review should focus on the methodological aspects of the preparation of the plan, as specified in regulations 3.8, 3.10, 3.11, 3.12 and 3.13, and its structure, as specified in regulations 3.5, 3.6 and 3.7;
- (b) At the political level, the review should focus on the conformity of the major orientation of the plan, as reflected in the introduction, with the outlook and trends derived from the decisions of legislative bodies, the inclusion in the plan of major programmes, programmes and subprogrammes within the framework of that outlook and those trends and their conformity with legislative mandates. In this context, the review of the programmes and subprogrammes from the standpoint of priorities, co-ordination and their distribution between central, regional, technical and/or sectoral units should take into account the major orientation and trends of the plan, in accordance with regulations 3.14, 3.15, 3.16 and 3.18;
- (c) At the resource level, the review should be carried out in accordance with regulation 3.3 and the criteria specified in paragraph 17 of the note by the Secretary-General (E/AC.51/1986/13).

31. In the medium-term plan review, the Committee shall use, inter alia, the following as necessary: (a) the Charter of the United Nations; (b) the pertinent General Assembly resolutions; (c) the introduction to the medium-term plan; (d) the annual overview reports of ACC; (e) the report of ACC on expenditures of the United Nations system in relation to programmes; (f) the overview of the objectives and plans of the organizations of the United Nations system; and (g) the results of the joint meetings of CPC and ACC.

#### Review of the programme budget

32. The Committee decided that in future it should take a broader view of its tasks. It also decided, on an experimental basis, to adopt a broad management approach to the programme budget review, taking into account, inter alia:

(a) The trends, both in a narrow sense, that is, assessing new activities programmed, together with proposals for curtailment or termination of activities in the previous programme budget, and in a broad sense, that is, considering overall trends in the allocation of resources between broad categories;

(b) The relative priorities of a specific programme or subprogramme as indicated in the medium-term plan;

(c) The fulfilment of objectives, that is, the extent to which the proposed programme budget contributes effectively to the fulfilment of the objectives of the medium-term plan;

(d) Timeliness, that is, the extent to which the proposed programme budget reflects those issues that are riper than others in terms of decision-making or future progress;

(e) The efficiency with which the activities of the various units of the Organization have been carried out, as indicated in the conclusions and recommendations of the Committee on relevant documents, in particular programme performance reports, evaluation reports and cross-organizational programme analyses, as endorsed by the relevant intergovernmental organs;

(f) Cross-sectional analyses showing the relationship between the medium-term plan and the programme budget.

To enable the Committee to carry out the above review, it requested the Secretary-General to include in the relevant documentation the synoptic and overview tables highlighting these points. The Committee acknowledged that detailed examination of the proposed programme budget, the programme performance report, and the medium-term plan and its revisions was still necessary.

33. In the formulation of the medium-term plan for the period 1990-1995 and the related programme budgets, the Committee recommended that the Secretariat bodies concerned should:

(a) Define the problem addressed more systematically and in greater detail, highlight the problem's key dimensions and significance for Member States, and state the possible consequences in the event that the problem is left unchecked;

(b) Link the objective of the subprogramme more directly to specific aspects of the problem addressed and make the objective more specific and measurable. In

this regard, achievement indicators or criteria of success should be clearly established whenever possible;

(c) Establish a clear causal relationship between the achievement of the objective and the strategy in the medium-term plan;

(d) Describe in a generic manner outputs and services in the programme budget more precisely, using key words that would be most likely to reflect the nature of each report or publication, particularly for research publications;

(e) Include a brief reference to the relevant subprogramme and programme element in the preface or introduction to each report or publication.

34. The Committee also recommended that the work programme contained in the proposed programme budget submitted to CPC should be the same as the work programme submitted to the functional or regional intergovernmental bodies concerned, which should consider the work programme prior to its review by the Committee to the extent permitted by the current cycle of meetings.

35. The Committee recommended that the Secretary-General report, in the context of the presentation of the proposed programme budgets, on the redeployments of posts among departments that have taken place during the previous biennium, explain his proposals for such redeployments pertaining to the biennium under review, and give the reasons for not carrying out such redeployments where they would have been warranted.

#### Priority setting

36. The Committee recognized the importance of the setting of priorities in the plans and programmes of the United Nations.

37. The Committee recommended that the General Assembly, in its consideration of the proposed medium-term plan and proposed programme budget, should set priorities in accordance with the Rules and Regulations of the United Nations Governing Programme Planning, the Programming Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, as follows:

(a) In the medium-term plan:

- (i) At the programme level, on the basis of advice from CPC (regulations 3.2 and 3.15 and para. 2 (a) (ii) of the terms of reference of CPC);
- (ii) At the subprogramme level, on the basis of the Secretary-General's proposals and of the recommendations of CPC (regulation 3.17); the Secretary-General should request intergovernmental and expert bodies to recommend priorities among subprogrammes in their field of competence and take their views into account (regulation 3.16);

(b) In the programme budget:

- (i) At the subprogramme level, in conformity with the decisions taken in the context of the review of the medium-term plan (regulation 4.3);
- (ii) At the programme element level, on the basis of the proposal of the Secretary-General and advice from CPC (regulation 4.6).



38. The Committee noted the necessity that intergovernmental bodies recommend priorities, as mentioned in paragraph 37 above. The Committee recalled its mandate to examine, in the light of its budgetary implications, the totality of the Secretary-General's work programme, giving particular attention to programme changes arising out of decisions adopted by intergovernmental organs and conferences or suggested by the Secretary-General.

39. The Committee recommended that in future proposed programme budgets, the Secretary-General should indicate if the programme elements designated as having highest priority and those designated as having lowest priority each represent approximately 10 per cent of the resources requested for the relevant programme, in accordance with regulation 4.6.

#### Relationship between planning, programming, evaluation and co-ordination

40. The Committee emphasized the importance of integrating the programming and co-ordination aspects of its work more effectively. In this context, it recommended the following measures:

(a) The proposed medium-term plan and programme budget presented for its consideration should reflect fully the relevant conclusions and recommendations arising from its consideration of cross-organizational programme analyses, other similar assessments of the state of co-ordination in the United Nations system, and the feedback of evaluation findings, as endorsed by the Economic and Social Council and the General Assembly. Specific proposed follow-up action should be highlighted on a section-by-section basis;

(b) The subsidiary bodies of the Economic and Social Council should be apprised of the relevant conclusions and recommendations of the Committee on issues of co-ordination and evaluation. Also, such bodies should be made more aware of the significant contribution they should make to the recommendations of CPC and to the elaboration and implementation of the proposed medium-term plan and programme budget.

#### Co-ordination

41. The Committee also stressed the need to discharge more effectively its responsibilities regarding co-ordination. It recalled that, according to its terms of reference, the Committee "should assist the Economic and Social Council in the performance of its co-ordination functions within the United Nations system". In that context, the Committee decided to seek improvements in the use of the co-ordination instruments at its disposal and more effective integration of co-ordination and programming.

42. The Committee noted that it currently had four analytical tools with which to perform its co-ordination function: cross-organizational programme analyses, system-wide medium-term plans, the annual overview report of ACC and the joint meetings of CPC and ACC. In addition, the Economic and Social Council carried out cross-organizational reviews of medium-term plans pursuant to Council resolutions 1982/50 and 1983/78. Each of these instruments should be further developed and used more effectively. The Committee has made specific recommendations to that effect in other sections of the present report. The following recommendations are a synthesis:

(a) The Committee, on the basis of its own deliberations and the recommendations of other intergovernmental bodies and ACC on areas in which more effective co-ordination is required, will decide on the subject, timing and nature of the studies (cross-organizational programme analyses, system-wide medium-term plans etc.) that it would request of the Secretary-General;

(b) The Committee decided to examine methodological issues related to the preparation and presentation of cross-organizational programme analyses, cross-organizational reviews of medium-term plans, and system-wide medium-term plans at its twenty-seventh session;

(c) The Committee regretted the limited response to its conclusions and recommendations on co-ordination by many intergovernmental bodies and organizations of the United Nations system, especially since once the Economic and Social Council and the General Assembly had adopted resolutions endorsing them, they carried the same weight as other resolutions of those bodies. It recommended that ACC should regularly include in its programme of work follow-up to the relevant conclusions and recommendations of CPC and inform CPC of the follow-up measures taken;

(d) The Committee agreed that the joint meetings of CPC and ACC are a particularly important tool for discharging its co-ordination responsibilities. It stressed the need to encourage a critical and constructive dialogue among the members of the two Committees, as envisaged in Council resolution 1985/77 of 26 July 1985. The subject or subjects for discussion should be chosen sufficiently in advance to allow time to prepare the documentation properly.

#### Relationship with the Main Committees of the General Assembly

43. The Committee recognized that a mechanism existed to bring its conclusions and recommendations to the attention of the Main Committees of the General Assembly. The Committee recommended that the results of its deliberations should be given greater attention by the Main Committees than heretofore.

#### Relationship of CPC with ACABQ

44. The Committee acknowledged that the membership, roles, mandates and methods of work of CPC and ACABQ were different but considered that closer co-operation between the two Committees would be useful and desirable, as indicated in the terms of reference of CPC and regulation 4.8.

#### Procedural improvements

45. Regarding its organizational session, the Committee decided to retain the current practice of holding the session four weeks prior to the opening of its regular session and expressed the view that it would welcome further informal consultations on the matter with members of the Secretariat.

46. The Committee decided that, as a rule, its report would contain only the conclusions and recommendations of the Committee, stated as precisely as possible, unless its conclusions and recommendations or the position of individual delegations needed clarification, or the Committee was unable to reach agreement. In those instances, a brief summary of the discussion should become part of the report.

47. The Committee stressed the need to have sufficient time to carry out effectively its functions according to its mandate and recommended therefore that the length of its session be kept under review.

#### Improvement of Secretariat services

48. The Committee noted the serious lack of an adequate mechanism to ensure that its conclusions and recommendations were systematically followed up by the relevant sectoral, functional and regional intergovernmental bodies. It therefore requested the Secretariat to put fully into effect the measure. outlined in paragraphs 43 and 44 of the note by the Secretary-General (E/AC.51/1986/13). The reports pertaining to problems presented to the Committee should be concise, critical and objective, while based on a comprehensive knowledge of the subject, and should contain clearly formulated conclusions.

#### Improvement of documentation

49. The Committee noted that the breadth of some programmes was such that an in-depth evaluation of an entire programme was not always feasible. In such cases, the Committee may decide to have an evaluation focus on a limited number of subprogrammes; the evaluation would, nevertheless, contain an overall assessment of programme effectiveness.

50. The Committee recommended that in areas where a major conference was to be held, the programme should be evaluated sufficiently in advance of the conference for the findings and recommendations to be taken into account in the preparatory work for the conference. If a programme was evaluated after a conference had taken place, such an evaluation should be made only after the programme had been revised in the light of the results of the conference and enough time had elapsed for its impact to be assessed.

51. The Committee also recommended that the proposed medium-term plan and the proposed programme budget be considered by the General Assembly in fascicle form, together with recommendations on them by CPC and ACABQ, and that they be typeset and bound only after their final approval by the General Assembly.

52. The Committee also recommended that the Secretariat provide an oral report at its twenty-seventh session on the feasibility of producing the documentation for the medium-term plan for the period 1990-1995 in a form that would make it easier than at present for the Committee to consider subsequent revisions.

53. The Committee requested the Secretary-General to continue his efforts to develop a methodology for making the information contained in the report on programme performance and the report on budget performance comparable.

54. Bearing in mind that the Committee's ability to do its work depended to a great extent on the timeliness and quality of the documentation submitted to it, the Committee emphasized the importance of having all documentation issued sufficiently in advance of its annual session. The annual report of ACC was particularly mentioned in that respect. The Committee therefore, requested the Secretariat to improve the timeliness of the provision of the documentation for the sessions of the Committee.

Twenty-seventh session of the Committee

55. The Committee recommended to the Economic and Social Council and the General Assembly that, in view of Council resolution 1984/61 C of 26 July 1984, the anomaly that exists at present regarding the duration of the twenty-seventh session of the Committee should be corrected.

## III. PROGRAMME QUESTIONS

56. The Committee considered item 4 of its agenda at its 7th to 20th, 22nd, 24th to 33rd, 37 and 44th meetings, on 30 April and 1, 2, 5 to 9, 12 to 16, 20 and 23 May 1986. The Committee had before it the following documents:

(a) Report of the Secretary-General on the further experience gained in the provision of statements of programme budget implications to the General Assembly at its fortieth session (A/41/226);

(b) Report of the Secretary-General on the hiring and use of consultant services (A/41/291-E/1986/58 and Corr.1);

(c) Report of the Secretary-General on programme performance of the United Nations for the biennium 1984-1985 (A/41/318 and Add.1);

(d) Note by the Secretary-General transmitting the report of the Administrative and Management Service on the evaluation of the news service of the Department of Political and Security Council Affairs (A/41/328);

(e) Report of the Secretary-General on the triennial review of the implementation of the recommendations made by the Committee at its twenty-second session on the mineral resources programme (E/AC.51/1985/9 and Add.1);

(f) Note by the Secretary-General on the timetable for in-depth evaluation: social development (E/AC.51/1986/2);

(g) Report of the Secretary-General on public information activities in the United Nations (E/AC.51/1986/8);

(h) Report of the Secretary-General on the in-depth evaluation of the population programme (E/AC.51/1986/9);

(i) Report of the Secretary-General on the triennial review of the implementation of the recommendations made by the Committee at its twenty-third session on the work of the Department of Public Information (E/AC.51/1986/10).

57. The Committee also considered under this item the report of JIU on the status of internal evaluation in organizations of the United Nations system (A/41/201) and the report of JIU entitled "Third report on evaluation in the United Nations system: integration and use" (A/41/202), as well as the comments of ACC on those two reports (A/41/304).

### A. Programme performance of the United Nations for the biennium 1984-1985

58. The Committee considered the report of the Secretary-General on programme performance of the United Nations for the biennium 1984-1985 (A/41/318 and Add.1) at its 32nd to 35th and 42nd meetings, on 16, 19 and 22 May 1986.

## Discussion

59. With regard to terminations of programme outputs by programme managers, it was proposed that the Committee should recommend that those outputs mandated by legislative authority that the Secretary-General had proposed for termination should be considered postponed until the appropriate intergovernmental body had considered the proposal for termination and taken a decision on the matter. However, after discussion of the issue, including the relevance of regulation 5.2 and rule 105.2, the Committee made no recommendation in that regard.

## Conclusions and recommendations

60. The Committee took note of the report of the Secretary-General (A/41/318 and Add.1) and of the changes in the methodology introduced therein. The Committee recommended that the following further measures be taken with a view to enhancing the utility of future programme performance reports:

(a) The presentation of data and the format of tables should, to the extent possible, be further standardized;

(b) Detailed explanations should be given for any significant number of outputs added to any programme at the initiative of the Secretariat;

(c) The first implementation percentage should be of outputs implemented as programmed, to be followed by the three percentages used in the 1984-1985 report;

(d) Outputs postponed from the previous biennium should be included in column 1 of the standard tables, "Programme", unless such outputs had been reintroduced in the programme budget as part of the new biennial programme, as was the case in a number of sections of the current report.

61. The Committee reiterated the recommendation made at its twenty-second session that comprehensive and more precise information should be included in performance reports regarding the termination and postponement of planned outputs and the disposition of resources released as a result of postponements and terminations. 2/

62. The Committee also reiterated the recommendation made at its twenty-fourth session that the programme performance report, together with the comments of CPC thereon, should be forwarded to the relevant intergovernmental bodies. 3/

63. The Committee stressed the need for maximum efforts to improve the implementation rates of ECOWA, ECA and ESCAP and requested the secretariats of the regional commissions concerned to take steps to enhance their performance. While noting the detrimental effect of continuing post vacancies in ECLAC, the Committee nevertheless considered the implementation of the science and technology programme by the secretariat of the Commission to be unsatisfactory.

64. With specific reference to section 14 (Economic and Social Commission for Western Asia), the Committee was not satisfied with the response of ESCWA to several questions and requested that urgent measures be instituted to correct the relative inadequacies of programme implementation. The Committee also understood that, in future, the secretariat of ESCWA would adhere scrupulously to its programme of work and to the general rule preventing the allocation of quotas to a country or groups of countries in the recruitment of personnel.

65. The Committee expressed concern at the low implementation rate of the Department of Public Information, particularly regarding the highest priority designations. It recommended that steps be taken to ensure improvements in that regard. In that context, the Committee decided to consider, at its twenty-seventh session, proposals for a discrete programme structure of the Department for incorporation in the medium-term plan for the period 1990-1995 and the ensuing programme budgets. That structure, once implemented in the programme budget, would then be followed in subsequent programme performance reports.

66. The Committee recommended that the General Assembly request the Board of External Auditors to include in its reports to the Assembly, as appropriate, its findings with regard to the audits of output delivery carried out by the Internal Audit Division. The Committee requested that relevant parts of the Board's report, together with the Secretary-General's comments thereon, be brought to its attention in connection with its review of the proposed programme budget, as well as of the programme performance report.

67. The Committee, noting that in some cases outputs with the highest priority designation had a low percentage of implementation, reiterated the recommendation made at its twenty-fourth session that outputs designated as highest priority should have an implementation rate close to 100 per cent. 4/

68. The Committee welcomed the proposals of the Secretary-General for improvement of the formulation in future proposed programme budgets of technical co-operation activities and those activities financed from extrabudgetary resources in order to permit refinement of reporting in subsequent reports on programme performance (see A/41/318, para. 10).

69. The Committee then decided that, because of the late issuance of the report, it could not undertake a detailed and systematic review of each section; instead, the Committee decided to make further reference to the report on programme performance for the biennium 1984-1985, as appropriate, in the context of its review, at its twenty-seventh session, of the proposed programme budget for the biennium 1988-1989.

#### Reservation

70. With regard to the conclusion contained in paragraph 64 above, one delegation stated that that conclusion should be viewed in the context of Economic and Social Council resolution 1984/81 of 27 July 1984.

#### B. Evaluation

71. At its 24th to 29th, 31st, 33rd and 44th meetings, held from 12 to 16 and on 23 May 1986, the Committee considered the reports of the Secretary-General on the in-depth evaluation of the population programme (E/AC.1/1986/9), the triennial review of the implementation of the recommendations made by the Committee at its twenty-third session on the work of the Department of Public Information (E/AC.51/1986/10), public information activities in the United Nations (E/AC.51/1986/8), the triennial review of the implementation of the recommendations made by the Committee at its twenty-second session on the mineral resources programme (E/AC.51/1986/9 and Add.1) and the note by the Secretary-General entitled "Timetable for in-depth evaluation: social development" (E/AC.51/1986/2). In

connection with its consideration of those reports, the Committee also had before it the report of JIU on the status of internal evaluation in organizations of the United Nations system (A/41/201) and the report of JIU entitled "Third report on evaluation in the United Nations system: integration and use" (A/41/202), as well as the comments of ACC on those two reports (A/41/304).

### Conclusions and recommendations

#### 1. In-depth evaluation of the population programme

##### (a) Recommendations on programme content and implementation

72. The Committee noted that, while the evaluation provided the necessary information for its analysis, there had been a low rate of response to the questionnaire that was the basis of the evaluation. The Committee expressed concern that this also included a low rate of response from United Nations officials. The Committee recommended that further consideration be given to finding ways and means that could lead to improvement in the rate of response to such questionnaires and expressed the hope that all Member States would fully co-operate in that regard.

##### Research and policy analysis

73. With a view to increasing the volume of outputs, the Committee recommended that the following measures be taken by the Secretariat units concerned in the Department of International Economic and Social Affairs, the Department of Technical Co-operation for Development and the regional commissions:

(a) Greater emphasis should be given to the collection and analysis of basic demographic and related socio-economic data as a prerequisite for more adequate use of analytical and policy studies. To this end, technical co-operation activities, particularly country projects and regional advisory services relating to censuses, civil registration and household and related socio-economic surveys, should be strengthened. There should be more training activities specifically designed to assist countries in the use and application of the guidelines, methods and technique, and manuals produced by the substantive units, such as the Handbook of Household Surveys (DIESA/Statistical Office) and Guidelines for Analyses (ESCAP). At the same time, increased efforts should be made to fill the gaps in data in developing countries by refining methodologies for more accurate estimates, and more training should be provided in the use of such manuals as Manual X: Indirect Techniques for Demographic Estimation.

(b) The clarity and readability of material should be improved. For instance, increased use should be made of visual aids, such as graphics, to summarize and illustrate analytical content as well as statistical information.

(c) Methodological and analytical guidelines and related training methods and procedures should be simplified wherever possible. There should be greater co-operation between substantive and technical co-operation units in promoting the relevance, at the country level, of reference and training material. Feedback from the technical co-operation units would help identify specific needs and problems at the country level. Information on country experiences thus obtained should then be used by the substantive units to further refine their material overall as well as to improve its usefulness for training activities.



(d) Conceptual and empirical models and studies of interrelationships between population and development at the global level should be more rigorously tested with a view to promoting their validity and applicability in the regional and national contexts. A useful approach is one adopted by the Statistical Commission and similar bodies at the regional level for the principles and recommendations for population and housing censuses, whereby the global recommendations prepared by the Statistical Office of the Department of International Economic and Social Affairs are complemented by regional variants taking into account regional needs. Another good approach, which ESCAP uses in modelling integrated demographic and economic development, is to examine models in the light of countries or groups of countries at different stages of development.

(e) Moreover, where demographic phenomena are concerned, the paramount importance of cultural factors should not be overlooked. More comprehensive country profiles, containing demographic and social and economic data as well as information on related cultural aspects, should be built up extensively for each region and incorporated in the data base. In addition, more case studies should be undertaken or updated in different subject areas, including integrated demographic and development planning practices and strategies and policies relating to population growth, structure and patterns (e.g., urban-rural balance), so that individual countries can more widely share in the experiences of others.

(f) Governments should be given greater assistance in applying technological improvements in the collection, processing and reporting of data.

(g) More advanced technology should be used to the maximum extent feasible to improve the publication process. Increased use of internal computerized photocomposition in the Statistical Office, for instance, has been found to increase significantly the percentage of data published that actually refer to the year cited in the title of the publication. Measures should be taken by the substantive units concerned to improve further the use of this technique by upgrading the skills of existing computer-related personnel and modifying and standardizing tables and formats.

(h) Under the guidance of the Publications Board, there should be more co-ordination between the Department of Conference Services and substantive units in setting priorities for printing publications, so as to avoid their being published so long after preparation that their timeliness and utilization are adversely affected. A similar procedure is recommended for implementation by the regional commissions.

(i) To reduce the time and cost involved in reproduction, the substantive units concerned should accelerate the switch from publications set in type to publications offset from typed copy.

(j) The Department of International Economic and Social Affairs should ensure that at the next meeting of the Advisory Committee on the Population Information Network (POPIN), attention is drawn to the findings of the evaluation relating to POPIN (E/AC.51/1986/9, paras. 88-98). The Advisory Committee's attention is specifically drawn to the fact that there is a need to redefine the role of POPIN and re-examine the membership of POPIN as well as to improve planning and financing activities and the dissemination of outputs.

(k) All bulletins and newsletters should be issued on a more timely basis. The subject coverage should be broadened to include articles on how population

issues have actually been integrated in national planning, on the relationship between population and economic and social development, and on demographic projections (DIESA). There should be less emphasis on merely identifying problems and reporting on conferences, trips and meetings and more on detailed analysis of problems. There should also be more specific information on development planning and family planning in the African Population Newsletter as well as a better French version of that publication. The Boletín Demográfico of the Latin American Demographic Centre (CELADE) should include more interpretive analysis of statistics and better tabular presentation. The Boletín should also include more information on the Caribbean, since all the respondents from the Caribbean countries stated that it contained almost no information on that subregion. Greater efforts should be made to disaggregate information by country, age structure and social groups and to explain how the estimates given differ from country estimates and from those produced by other international organizations, for example, by the International Labour Organisation on employment.

(1) Although a population bulletin was programmed in the 1978-1979 programme budget for ESCAP, it could not be implemented owing to lack of resources. Greater efforts should be made to publish such a bulletin, since the news service currently funded from extrabudgetary resources is not considered adequate.

#### Operational activities

74. In order to further increase the usefulness and impact of country projects and related regional advisory services, the Committee made the following recommendations:

(a) The Department of Technical Co-operation for Development should continue systematically to make improvements in the recruitment of experts and consultants, with preference to be given to those from the region concerned, other things being equal, and in the procurement and delivery of equipment and materials, as recommended by CPC in connection with its evaluation of the mineral resources programme 5/ and by other bodies.

(b) Administrative support, particularly for timely and co-ordinated delivery of inputs, should be strengthened. Specifically, in view of the delays and difficulties in obtaining necessary direction from Headquarters in New York, traditional backstopping procedures should be reviewed and redesigned by the agencies involved, as appropriate.

(c) Systematic monitoring of implementation and self-evaluation procedures to measure and assess results should be instituted or where this has been done, strengthened.

(d) With regard to the design of projects, although achievement of both short- and long-term objectives was generally found to be satisfactory, an examination of the objectives themselves shows that statements are often vague and so worded as to allow for some reorientation during implementation. Although flexibility is necessary in any field work, there should be some means of recording alterations in project design made during implementation. Both the short- and long-term objectives of projects should be clearly stated. In addition, UNFPA might consider adopting a standardized format whereby the key elements that define the nature and orientation of the project can be explicitly addressed. Then, any major changes would become immediately apparent in the course of regular review and evaluation.

(e) Procedures for the formulation and approval of the project document should be simplified.

(f) Work plans for projects should be formulated to take into account complementary activities such as advisory services so as to facilitate co-ordinated implementation.

(g) The planning of essential follow-up missions should be better co-ordinated. In addition, where advisory services are intended to support a country project, they should be formulated as part of the project, taking into account the need for them at various stages of the project, including follow-up on its results.

(h) Recommendations (c) to (g) above should be considered and implemented in the context of the revised UNDP procedures for monitoring, evaluation and reporting once they have been tested and adopted.

(i) Care should be taken to ensure that regional advisers not only have the necessary technical knowledge and capability in the demographic field but also are familiar with the social and economic issues and problems of the host country and with local needs and conditions. Selection should be based on past assessments of individual advisers. Where the performance of individual advisers is not systematically assessed, this should be done. There should also be more consultations with the United Nations field offices and government agencies concerned in evaluating the suitability of individual advisers in the light of local needs.

(j) Steps should be taken to minimize delays in the submission of mission reports to the Government concerned. Advisers' contractual obligations for reporting should be more stringently enforced.

(k) With regard to operational activities at the country level, greater efforts should be made, through the office of the resident co-ordinator of the operational activities for development of the United Nations system or resident representative of UNDP, to increase the effectiveness of the existing machinery to promote exchange of information between project personnel of different agencies. In addition to regular meetings between project managers, organized exchanges of information and experience between national counterpart personnel and even between trainees, where appropriate, would prove of long-term value to the host country in extending the work and benefits beyond the life of the project itself.

#### Record-keeping for evaluation

75. Based on the findings on the record-keeping procedures now in effect with regard to operational activities, the Committee recommended that the Department of Technical Co-operation for Development and UNFPA should either become part of the Programme and Project Management Information System (PPMS) currently in place in UNDP or establish a similar, compatible system depending on alternative costs - where data should be compiled and stored in one place. Although the system currently consists of financial data, it was designed to contain basic project information and data on reporting such as project reports and technical reviews, and on country programme management. Relevant information identifying end-users and major participants in projects should be included as well. To this end, UNDP should expedite the proposed introduction of qualitative inputs into the data base

of the system and for population projects should co-ordinate the process with UNFPA and the Population Branch of the Department of Technical Co-operation for Development (see DP/1986/13, paras. 45 and 47).

76. The Committee further recommended that the Population Division and the Statistical Office of the Department of International Economic and Social Affairs and the four regional commissions concerned should establish a similar record-keeping system, which would include qualitative aspects, as a part of the self-evaluation and monitoring process. The system should record details of programming, dates of issue of publications and brief descriptions of purpose, intended end-users and any feedback from self-evaluation or monitoring exercises.

#### End-users, mailing lists, distribution and feedback

77. In order better to reach end-users, the Committee recommended that the following measures be implemented by the Secretariat units concerned:

(a) Each substantive unit should conduct a detailed survey of the readership of its major publications, for example, the Demographic Yearbook and The Concise Report on the World Population Situation at Headquarters or the Demographic Handbook for Africa and other similar publications at the regional level, in order to identify the actual and potential end-users as distinct from non-user recipients such as libraries and to generate a profile of end-users. Where such surveys are already being carried out, they should be periodically updated, taking into account all these elements.

(b) Based on the results of the readership survey, departmental mailing lists should be reviewed and appropriately revised. A core list should be drawn up of those who are representative of the targeted end-users, taking into account the need to reach a readership as geographically balanced as possible and to better reach end-users in the developing countries. The various units concerned at Headquarters and at the regional commissions should co-ordinate their mailing lists.

(c) For further precision, the core list should be broken down according to specific needs of end-users.

(d) In carrying out the readership survey, attention should be given to determining the extent of delays associated with the different modes and channels of distribution and the ways in which the delays could be avoided or minimized.

(e) The Committee reaffirmed its recommendation at its twenty-second session concerning a study of the document dissemination system. 6/ In that regard, the Department of Conference Services should conduct a follow-up study to the recent study on the document dissemination system in the United Nations (E/AC.51/1984/6). Specifically, the evaluators believed that it would be necessary to seek from Governments information on how technical publications were distributed once they had reached the Permanent Missions. This question was specifically left aside by the study, since it was felt that no such investigation could be undertaken except at the express invitation of a Member State (E/AC.51/1984/6, para. 3). Substantive units should also periodically request Governments to supply names and addresses of officials and departments dealing with specific sectors or subject areas so as to enable Secretariat units to update mailing lists and to reach the end-users most concerned.

(f) Allowing time for receipt of the material, the Secretariat units concerned should contact end-users three months after material had been dispatched to verify that it had been received. When there was no response, names should be removed automatically from the mailing list. A brief standard form or postcard should also be inserted at the front of the publication to indicate the date of receipt and change of address. Apart from providing data for updating the mailing list, this process would help identify delays at an early stage and allow for improvement.

(g) Where the practice had not been systematically adopted, the substantive unit concerned should include in each of its publications, for example, on the inside of the back cover, a list of the publications which the unit produces as well as publications produced by other units in related subject areas. In addition to the title and year issued, a brief summary of the purpose and content of each publication listed should be given.

(h) There should also be a notice containing the name and address of major bookstores and depository libraries where United Nations publications on population are available in each country.

(i) The organizational units concerned should establish new mechanisms or systematize existing ones for obtaining feedback on end-user opinions on outputs. This will be required as part of the self-evaluation system being initiated by the Secretary-General in 1986. One of the less onerous ways of doing this, recommended in an earlier evaluation-related study, would be to include a brief one-to-two-page questionnaire on quality, effectiveness, relevance and impact at the back of each major publication.

(j) An inventory of United Nations population publications, reports and other material available in major depository libraries in different regions and countries should be conducted by the Dag Hammarskjöld Library; at the same time, the Library should request depository libraries to display material on population and other United Nations publications more prominently and to conduct periodic surveys of local readership. As part of its work the Library visits depository libraries. In connection with such visits, the substantive units concerned should convey to the Library their suggestions concerning the availability or user-awareness of their publications. Reports on the visits should be provided to the substantive units.

(k) The Distribution Section of the Publishing Division in the Department of Conference Services should conduct a similar inventory of the availability of publications in libraries in the regional and sectoral entities and organizations of the United Nations system in the context of implementing the JIU recommendations for co-operation between and management of libraries in the system (see A/39/299).

(l) Where the inventories revealed a serious lack of available material, measures should be taken by the organizational entity concerned to remedy it to the extent feasible and as appropriate.

(m) Promotional efforts to raise awareness of the availability of research outputs on population questions would best be made in co-operation with all bodies concerned in the United Nations as a whole and in co-operation with the Department of Conference Services. Not only would this be more efficient, but it would also make end-users more fully aware of the broad range of research outputs.

(b) Recommendations on programme planning

78. In the formulation of the medium-term plan for the period 1990-1995 and the related programme budgets, particular attention should be given to improving programme design. For specific recommendations on this aspect as well as on evaluation methodology, see chapter II above, containing the conclusions and recommendations of the Committee relating to the improvement of the work of the Committee under its mandate with, inter alia, a view to its consideration of future programme budgets and medium-term plans.

(c) Follow-up action

79. The Committee decided to request the Secretary-General to transmit the findings contained in his report on the in-depth evaluation of the population programme (E/AC.51/1986/9), together with the conclusions and recommendations of the Committee thereon, to the Governing Council of UNDP for consideration at its thirty-third session in June 1986. The Committee also decided to transmit that report and its conclusions and recommendations thereon to the Population Commission for consideration at its twenty-fourth session in 1987.

2. Triennial review of the implementation of the recommendations made by the Committee at its twenty-third session on the work of the Department of Public Information

80. The Committee expressed its concern about the lack of attention given to and the lack of implementation of the recommendations made by it at its twenty-third session and expressed particular concern at the situation described in paragraph 96 as well as elsewhere in the report of the Secretary-General (E/AC.51/1986/10). In that regard, the Committee noted the statement of the representative of the Department of Public Information and took note of the assurances given that the Department would take the recommendations of the Committee seriously and ensure that they were carefully considered and fully implemented.

(a) End-users, target audiences and impact

81. Since the clarification and standardization of the evaluation terms "end-users", "target audiences", "effectiveness" and "impact" were indispensable for the management information system of the Department to be effective, the Committee recommended that, under the guidance of the Programme Planning and Budgeting Board, the Central Evaluation Unit in collaboration with the Department of Public Information, should determine for specific activities and outputs whether "end-user" referred to the "redissemulator" or the "target audiences". This would facilitate the delivery and timeliness of programmed products, their receipt by the targeted end-users, and the evaluation of their quality, relevance and impact based on the views of those end-users. The Committee regretted that in those cases in which the Department had identified its end-users or recipients, it had yet failed to carry out the recommendations made by the Committee at its twenty-third session.

82. Since many raw data on the reaction of target audiences were either purposefully collected by the Department or available to the Department indirectly through a number of sources (feedback from visits of directors of the information centres, from Headquarters staff visiting field offices or from the non-governmental organization liaison groups), the Committee recommended that these

data be summarized systematically on a regular basis and that the bulk of the analytical work be done routinely in-house by the divisions concerned.

83. The Committee also recommended that:

(a) The Department should work in collaboration with staff members in the Central Evaluation Unit, the Department of Conference Services, the Department of International Economic and Social Affairs and the Department of Administration and Management who have experience in methods for developing questionnaires, selecting samples and analysing data. To this end, interdepartmental task forces composed of those staff members should be organized by the Department of Public Information in collaboration with the other departments. In the case of readership surveys on recurrent publications, such as Basic Facts about the United Nations and others distributed free of cost, a brief two-page questionnaire should be developed on the quality, relevance and usefulness of the output and appended to selected publications. End-users should be informed that repeated failure to respond to the questionnaires in publications sent to them would automatically result in the removal of their names from the mailing list;

(b) Marketing surveys should be carried out to identify the demand for a particular product (print or visual) and to define current and potential audiences.

(b) Feedt mechanisms

84. The Committee recommended that feedback mechanisms must involve a two-way process that would:

(a) Provide information centres with valuable information on how the data they collected were to be used by Headquarters;

(b) Link the work of Headquarters more closely to the work of the information centres;

(c) Provide an incentive for the information centres to continue to provide quality information to Headquarters.

85. The Committee agreed that the Department's monitoring system should be further improved and refined in order to save time and avoid duplication. For example, data on distribution were not completely accurate. It therefore recommended that:

(a) Clear guidelines on the definition of such terms as "brochure" and "flyer" should be provided to divisions of the Department of Public Information and information centres to assist them in submitting more uniform data on distribution;

(b) Monitoring forms should be amended to include an indication of the level of planned implementation, against which recorded performance might be measured, and items for identifying and classifying end-users.

86. Where United Nations film libraries located in offices of the UNDP resident representatives report on film use directly to UNDP instead of to the Department of Public Information, the Committee recommended that the Department should request the co-operation of UNDP in ensuring more complete reporting of such data to the Department.

87. While recognizing that a computerized management information system might facilitate the collection and analysis of the views of end-users on programme outputs, the Committee recommended that before the system was computerized, greater thought be given at the planning stage to what data needed to be collected, and how, once collected, they were to be used to improve the Department's functioning.

88. The Committee requested that the Joint United Nations Information Committee (JUNIC) at its next session study the present policies for distributing material produced by the specialized agencies and other organizations within the United Nations system through United Nations information centres and report on its findings to CPC at its twenty-seventh session.

(c) Balance between production and dissemination of outputs

89. The Committee found that there was still a need to achieve a better balance between free distribution and sales in the dissemination of United Nations publications. It therefore recommended that the Department should make greater efforts to explore the opportunities afforded both by the vast expansion of news networks throughout the world and by organizations affiliated with the World Federation of United Nations Associations in providing outlets and distributive mechanisms for its products.

90. The Committee also recommended that in order to increase both sales and free distribution the Department of Public Information should make greater efforts to adapt its products to fit the needs and profile of its target audiences.

(d) Radio services and electronic media

91. In the light of the recommendation made by the Committee at its seventeenth session 7/ that less emphasis be placed on radio services as opposed to electronic media channels utilizing United Nations material and of the Department's finding that interest in radio had been increasing, the Committee recommended that a well-designed study on end-user opinion should be undertaken to guide the Department's decisions on whether emphasis should be placed on newer electronic media or on more traditional radio.

(e) Press releases

92. The Committee took note of the various improvements that had been made in response to its recommendations concerning press releases and recommended that further efforts be made to reduce the number of copies and subjects, taking into account the main working languages of the United Nations and the need to distribute press releases primarily in the language used in the particular country and destination.

(f) Follow-up review of implementation

93. In view of the generally unsatisfactory level of implementation of the recommendations made at its twenty-third session on the work of the Department of Public Information, the Committee requested that a brief follow-up report on the implementation of the Committee's recommendations at its present session should be submitted to it for consideration at its twenty-eighth session, in 1988.



94. The Committee decided to transmit the report of the Secretary-General on the triennial review of the implementation of its recommendations on the work of the Department of Public Information (E/AC.51/1986/10) and the conclusions reached and recommendations made by the Committee in that regard to the Committee on Information for consideration at its substantive session in June 1986.

#### Reservation

95. Having heard the explanations by the Secretariat during the discussion on this subject, one delegation felt that, in view of the contradictory statements made by representatives of the Secretariat, closer communication and co-operation would have been desirable within the Secretariat in the preparation of document E/AC.51/1986/10.

### 3. Public information activities in the United Nations

96. The Committee took note of the report of the Secretary-General on public information activities in the United Nations (E/AC.51/1986/8) and reiterated the recommendation made at its twenty-second session that no new information units be created within the United Nations Secretariat. 8/

### 4. Triennial review of the implementation of the recommendations made by the Committee at its twenty-second session on the mineral resources programme

97. The Committee took note of the report of the Secretary-General on the triennial review of the implementation of the recommendations made by the Committee at its twenty-second session on the mineral resources programme (E/AC.51/1985/9 and Add.1).

98. The Committee took note of the recommendations on the organization of in-depth evaluations and the formulation of recommendations (E/AC.51/1985/9, paras. 93-97) but did not take action on them since the substance of those recommendations was being considered in connection with item 3 of its agenda, "Improvement of the work of the Committee under its mandate with, inter alia, a view to its consideration of future programme budgets and medium-term plans".

99. The Committee decided not to adopt the recommendation relating to the impact of the evaluation findings on the work of the Committee on Natural Resources or that on co-ordination in the area of mineral resources at the organizational level (E/AC.51/1985/9, paras. 98 and 99). It was pointed out that the relevance of those recommendations had been overtaken by time in the case of the former and by further developments in the case of the latter, as outlined in paragraphs 5 to 7 of document E/AC.51/1985/9/Add.1.

100. With regard to the mineral resources programme, the Committee recommended the implementation of the measures set out below.

#### Technical advisory services

101. Organizational units offering technical advisory services should continue their efforts to extend and facilitate end-user knowledge of and access to such

services and to improve their effectiveness; greater efforts, however, should be devoted to establishing and systematizing the necessary data collection and record-keeping to make it possible to evaluate these services objectively.

#### Exploration follow-up

102. In view of the varying levels of implementation noted in the triennial review and the difficulties reported by the various organizational units, the Economic and Social Council should refer the question of feasible levels of implementation of the recommendation of CPC on exploration follow-up and possible action to be taken to the Committee on Natural Resources and the other technical intergovernmental bodies concerned with the sector, particularly those concerned with the work of ECA and ESCAP, both of which indicated particular difficulty in implementing this recommendation, and should request those bodies to provide a formal response in terms of guidance on modalities for the implementation of the recommendation of CPC.

#### Project implementation

103. Organizational units engaged in technical co-operation projects should continue their efforts to reduce delays caused by inefficient procedures for procurement and delivery of equipment and recruitment and should be encouraged, under a mechanism of interorganizational exchange, to explore strategies that have proved successful in improving project implementation.

#### Application of existing planning and design criteria

104. Increasing attention should be given to the adherence to established planning and design guidelines both by units submitting proposals and by the offices responsible for the review of such proposals. Both programme managers and programme review officials should give particular attention to making more explicit the logical link between subprogramme objectives and the activities proposed to achieve them, both during the review of submissions for the medium-term plan and the proposed programme budget and during the actual implementation of such activities.

#### Identification of intended end-users and distribution of documents

105. Organizational units should establish regular schedules for assessing and updating departmental mailing lists of end-users. These should be included in the evaluation plan for each subprogramme required under the instructions for preparing the medium-term plan. On the basis of the stated objective, target figures indicating the number of primary end-users to be reached should be set for each output, and achievement of this target figure should be reviewed within the context of the regular report on programme performance.

106. Instructions for the preparation of the proposed programme budget for the biennium 1988-1989 should require not only the identification of primary end-users but also the provision of supporting evidence that such users are on a mailing list or that there exists some established means of reaching them. Compliance with this requirement should be examined in the process of programme budget review, and the Central Monitoring Unit should be responsible for monitoring the actual distribution of the material involved.

107. The units concerned should intensify their efforts to promote sales publications among primary end-users and establish an ongoing working relationship with the sales distribution departments to devise means of reaching potential readers in the targeted group and of monitoring reader response to their various publications.

108. Greater efforts should be made to collect data on readers' assessments of the various publications, and regular schedules should be established for such end-user surveys and for feedback of their results.

109. Contracts with external publishers should contain a clause requiring regular feedback of sales information to the substantive unit concerned.

#### 5. Timetable for in-depth evaluation: social development

110. Having considered the request of the Economic and Social Council, contained in paragraph 4 of resolution 1985/36 of 29 May 1985, that the Committee for Programme and Co-ordination review the current evaluation timetable and study the possibility of conducting an in-depth evaluation of the effectiveness, relevance and impact of United Nations social development activities, with a view to submitting it to the Commission for Social Development, the Committee decided to abide by its scheduled timetable for in-depth evaluations to be undertaken up to 1992 and to add to its timetable an in-depth evaluation of social development activities for consideration in 1994.

#### 6. Scheduled triennial reviews

111. With regard to scheduled triennial reviews, the Committee noted that, since deciding to consider the review on the UNDP-financed technical co-operation activities of the United Nations Industrial Development Organization (UNIDO) in the field of manufactures in 1987, UNIDO had become a specialized agency. Since the mandate of the Central Evaluation Unit did not extend to carrying out evaluations of activities conducted by specialized agencies, the Committee agreed that the report on that topic would be a factual review rather than a critical analysis of initiatives taken by both UNIDO and UNDP to implement the recommendations made by the Committee at its twenty-fourth session. 9/

112. The Committee noted that the report on the triennial review of the activities of the Department of Technical Co-operation for Development, which was also scheduled for 1987, would be based on the recommendations made at its twenty-fourth session arising from its consideration of the findings of the Joint Inspection Unit (A/38/172 and Add.1) 10/ and that while the methodology of that report was not entirely identical to that of in-depth evaluations, the review, as was the practice, would focus on a critical assessment of the extent to which the recommendations of the Committee had been implemented.

#### C. Proposed revisions to the medium-term plan for the period 1984-1989

##### 1. Chapter 31 of the medium-term plan for the period 1984-1989

113. The Committee considered the text of the major programme on programme planning

and co-ordination, proposed chapter 31 of the medium-term plan for the period 1984-1989 (A/37/6/Add.3), at its 7th and 8th meetings, on 30 April and 1 May 1986.

### Conclusions and recommendations

114. The Committee recommended that the following changes be made:

(a) Paragraph 31.2. The last sentence should read as follows:

"The Committee for Programme and Co-ordination and the Advisory Committee on Administrative and Budgetary Questions are the principal bodies delegated roles in these processes by the General Assembly and the Economic and Social Council; the sectoral, functional and regional programme formulating organs are also expected to make major contributions.";

(b) Paragraph 31.5. In the third sentence, the word "conception" should be replaced by the word "concept" and, at the end of the sentence, the words "in compliance with intergovernmental mandates" should be added;

(c) Paragraph 31.7 (i). The paragraph should read as follows:

"(i) Intergovernmental objective: to ensure that the programme of work of the Secretariat in both the substantive and servicing areas is prepared in accordance with legislative mandates;"

(d) Paragraph 31.8. The second sentence should read as follows:

"Those requests cover a wide range of diverse and complex issues.";

(e) Paragraph 31.8. In the third sentence the word "intent" should be changed to "mandate" and the words "and overall priorities" should be deleted;

(f) Paragraph 31.9. The end of the second sentence after the parenthesis should read "will be reviewed by the relevant intergovernmental bodies and, as necessary, revised by the Secretary-General.";

(g) Paragraph 31.10. General Assembly decision 39/460 should be added to the legislative authority;

(h) Paragraph 31.11 (i). The word "intent" should be replaced by the word "mandates";

(i) Paragraph 31.12. The first and second sentences should be replaced by the following:

"All Member States expect that their contribution to the budget of the United Nations is allocated in the most efficient and cost-effective manner and is consistent with the established legislative mandates and priorities.";

(j) Paragraph 31.13. The third sentence should read as follows:

"Special attention will be paid, in accordance with the established regulations and rules, to the setting of priorities and to the identification of activities that are ineffective, obsolete or of marginal usefulness and which will, therefore, be proposed for curtailment or termination.";

(k) Paragraph 31.14. The end of the first sentence, following the words "Methods of Evaluation", should read "will be reviewed by the relevant intergovernmental bodies and, as necessary, revised by the Secretary-General" and the last sentence before the parenthesis should be replaced by "Regulation 4.9 will also be complied with.";

(l) Paragraph 31.21. General Assembly decision 39/460 should be added to the legislative authority;

(m) Paragraph 31.22 (ii). After the words "major adjustments required", the words "to make the system" should be replaced by "to make such a system"; and the following words should be added at the end of the subparagraph: "and through intersecretariat co-ordination machinery for the United Nations system as a whole";

(n) Paragraph 31.24. The words "system as contained" should be preceded by the word "evaluation";

(o) Paragraph 31.26. The words "expert group" should be preceded by the word "internal";

(p) Paragraph 31.29. General Assembly resolution 40/177 should be added to the legislative authority;

(q) Paragraph 31.30 (i). At the end of the paragraph, the words "for changes in the thrust and practice of co-ordination" should be replaced by the words "to make co-ordination more effective and efficient";

(r) Paragraph 31.31. In the last sentence, the word "synthesis" should be replaced by the word "analysis", and the following sentence should be added at the end of the paragraph: "That analysis will be brought to the attention of the relevant intergovernmental organs.";

(s) Paragraph 31.40. The last sentence should be replaced by the following:

"Appropriate development of relationships between data bases, including programme texts and those providing financial information, will continue."

115. With the above changes, the Committee recommended the approval of chapter 31 of the medium-term plan for the period 1984-1989 (A/37/6/Add.3).

## 2. Proposed revisions to the medium-term plan for the period 1984-1989

116. The Committee considered the proposed revisions to the medium-term plan for the period 1984-1989 (A/41/6) at its 9th to 20th, 22nd, 28th and 32nd meetings, on 1, 2, 5 to 9, 14 and 16 May 1986.

## Chapter 2. Special political affairs, special political questions and special mandates

117. The Committee observed that chapter 2 included activities for the promotion and maintenance of international peace and security and the peaceful settlement of

disputes, which are also found in chapter 1 (Political and Security Council affairs activities), chapter 4 (Political affairs, trusteeship and decolonization), chapter 6 (Human rights), chapter 7 (International drug control) and chapter 8 (International protection of and assistance to refugees). It pointed out that the titles of programme 1 (Special political affairs) and programme 2 (Special political questions) were so similar as to create confusion, as there did not seem to be any distinction in programmatic terms between the activities of the two programmes. On the basis of programmatic considerations, the Committee considered that it would seem logical to merge the two programmes.

118. The Committee recommended that the Secretary-General be requested, during the preparation of the draft medium-term plan for the period 1990-1995, to take the above observation into account with a view to achieving a better programmatic grouping and organization of activities in this and the aforementioned chapters, in accordance with regulation 3.6 of the Regulations Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation. The Committee agreed to the proposed new title of the major programme, subject to the results of the review by the Secretary-General of the grouping and organization of its programme content.

#### I. GENERAL ORIENTATION OF THE MAJOR PROGRAMME

119. In view of the criticism of the proposed revised text of the general orientation for addressing the organizational functions of the Secretariat units involved rather than presenting the orientation of the programmes to be implemented during the plan period, the Committee recommended that the general orientation be reformulated to read as follows:

"2.1 The main concerns of this major programme are to promote the maintenance of international peace and security and the peaceful settlement of international disputes; to bring about the resolution of specific questions of a political nature and to administer the United Nations special programmes of economic assistance; to contribute to the achievement of a just solution to the question of Palestine; and to co-ordinate and direct assistance for the reconstruction and development of Lebanon.

"2.2 The maintenance of international peace and security and the peaceful settlement of international disputes are among the primary responsibilities of the United Nations under the Charter. In respect of certain specific international questions or disputes which threaten the maintenance of peace or have given rise to conflict, the United Nations has assumed special responsibilities under the Charter and in accordance with the relevant decisions of the Security Council and the General Assembly. In pursuance of these responsibilities, specific functions, including operational functions, have from time to time been vested in the Secretary-General. These may involve the establishment and supervision of peace-keeping operations (military observer missions or peace-keeping forces), the dispatch of ad hoc or special political missions, and the exercise of the good offices of the Secretary-General for the settlement of certain political issues. In most cases, these activities, which are authorized for limited periods - generally from three months to one year - subject to extension, are undertaken in response to international events that are unforeseeable.

"2.3 The resolution of special questions of a political nature continues to place emphasis on the political aspects of social, economic and humanitarian questions relating to Africa. This will involve keeping abreast of emerging significant political questions of concern to the United Nations. The maintenance of liaison with regional and interregional organizations and associations will facilitate the resolution of such questions whenever the co-operation of such organizations is a factor.

"2.4 The orientation of the United Nations special programmes of economic assistance will continue to be guided by the original mandate contained in Security Council resolution 236 (1976), by which the Secretary-General was requested, in collaboration with the appropriate organizations of the United Nations system, to organize all forms of financial, technical and material assistance to Mozambique to enable it to overcome the economic difficulties arising from its application of economic sanctions against the régime of what was then Southern Rhodesia. Subsequent programmes were called for by the General Assembly, the Security Council and the Economic and Social Council for other countries also experiencing economic difficulties brought about by political situations arising in southern Africa, or by inadequate infrastructure and weak economies at independence and the subsequent problems of economic development. In other cases, the General Assembly requested the Secretary-General to organize programmes of special assistance for the reconstruction of economies that had been severely damaged as a result of civil strife or disruption. Assistance in recovery and reconstruction was also requested for countries affected by natural disasters, to help deal with an emergency, or solve problems arising from an influx of refugees. For each of the assisted countries, missions will continue to be carried out to assess emergency and priority development needs, mobilize assistance from the international community, monitor the economic and political situation and report on implementation to the relevant intergovernmental body.

"2.5 As the mandate of the Committee on the Exercise of the Inalienable Rights of the Palestinian People continues to be renewed, the supporting activities will continue to be geared to contributing to the achievement of a solution to the question of Palestine by recommending a programme designed to enable the Palestinian people to exercise their inalienable rights. Furthermore, efforts will continue to be made to promote the implementation of these recommendations, as well as the programme of action adopted by the International Conference on the Question of Palestine held in 1983, through the dissemination of information on the inalienable rights of the Palestinian people and through the organization of seminars and symposia.

"2.6 The co-ordination and direction of assistance for the reconstruction and development of Lebanon will continue to receive emphasis as requested recently in General Assembly resolution 40/229."

#### Programme 1. Special political affairs

120. The Committee noted that paragraphs 2.4-2.17, which pertain to programme 1, would now be renumbered 2.7-2.20 to reflect the inclusion of the above new paragraphs 2.1-2.6 in the general orientation of the major programme. Consequently, all the paragraphs in the rest of the proposed revisions to chapter 2 would be renumbered.

## Programme 2. Special political questions

121. The observations and recommendations in paragraphs 117-119 above were considered also applicable to programme 2. The Committee recommended that, in preparing the draft medium-term plan for the period 1990-1995, consideration be given to the possibility of including in the legislative authority in paragraph 2.23 (renumbered 2.21) General Assembly resolution 40/4 on co-operation between the United Nations and the Organization of the Islamic Conference.

122. Noting that a full-scale application of programming regulation 3.6 would involve time-consuming revisions of several other chapters of the plan, the Committee recommended the approval of the following reformulated paragraphs on the understanding that the questions raised in paragraphs 117-119 above would be addressed in the preparation of the draft medium-term plan for the period 1990-1995:

### "SUBPROGRAMME 1. SPECIAL POLITICAL QUESTIONS

...

#### "(b) Objectives

"2.22. The objective of this subprogramme is to promote the resolution of special questions of a political nature, with particular emphasis on the political aspects of specific social, economic and humanitarian questions relating to Africa.

#### "(c) Problem addressed

"2.23. A wide range of special questions of a political nature occur from time to time. The General Assembly, the Security Council and the Economic and Social Council must be kept informed and must receive advice on these questions. It is also necessary to respond to requests from Member States for assistance on such questions.

#### "(d) Strategy for the period 1986-1989

"2.24. Developments on special questions of a political nature, with particular emphasis on the political aspects of specific social, economic and humanitarian questions relating to Africa, will continue to be monitored. Reports on developments regarding these questions and on the implementation of resolutions will be prepared for the General Assembly, the Security Council and the Economic and Social Council, and ad hoc missions will continue to be undertaken pursuant to standing mandates. Effective co-operation will continue to be maintained with regional and interregional organizations, associations and conferences dealing with political matters of concern to the United Nations. Follow-up to the Second International Conference on Assistance to Refugees in Africa will continue to be undertaken in consultation and close co-operation with UNDP, UNHCR and OAU.

### "SUBPROGRAMME 2. SPECIAL PROGRAMMES OF ECONOMIC ASSISTANCE

#### "(a) Legislative authority

"2.25. The General Assembly, the Security Council and the Economic and Social Council each year adopt resolutions calling for special programmes of economic



assistance for specific countries. The pertinent resolutions adopted by the General Assembly at its fortieth session are resolutions 40/135, 40/195, 40/219, 40/221, 40/230 and 40/232 to 40/236, and decision 40/453."

123. The Committee recommended that paragraph 2.28 (i) (now renumbered 2.26 (i)) under "Objectives" be revised by replacing the words "necessary resources" by the words "necessary assistance".

124. The Committee recommended that paragraph 2.28 (ii) (now renumbered 2.26 (ii)) be revised by replacing the text from "and (b) to contribute" until the end of the paragraph by the following: "(b) to promote the mobilization of assistance for these countries from Member States and (c) to co-ordinate assistance for these countries from organizations in the United Nations system and assistance from Member States that request such co-ordination".

125. The Committee recommended that paragraph 2.29 (now renumbered 2.27) under "Problem addressed" be replaced by the following:

"2.27. Many developing countries have experienced special difficulties in their economic development arising from the political situation in southern Africa, inadequate infrastructure and weak economies at the time of independence, and the reconstruction of their economies after severe damage due to internal strife and disruption or natural disaster, or other special situations."

126. The Committee recommended that paragraph 2.30 (now renumbered 2.28) and subparagraph (i) thereof under "Strategy" be approved as proposed.

127. The Committee recommended that paragraph 2.30 (ii) (now renumbered 2.28 (ii)) under "Strategy" be replaced by the following:

"(ii) Provide substantive support for efforts by the international community to alleviate the critical economic and social situation confronting many countries in Africa;"

128. The Committee recommended that paragraph 2.30 (iii) be deleted.

129. The Committee recommended that paragraphs 2.31 and 2.32 (now renumbered 2.29 and 2.30, respectively) be approved as proposed.

#### Programme            pecial mandates

130. The Committee recommended that subprogramme 1 (Palestinian rights) be approved as proposed.

131. The Committee recommended that the title and content of subprogramme 2 (Co-ordination and direction of activities in the areas of human rights, drug control and assistance for the reconstruction and development of Lebanon) be reformulated as follows:

"SUBPROGRAMME 2. ASSISTANCE FOR THE RECONSTRUCTION AND DEVELOPMENT OF LEBANON

"(a) Legislative authority

"2.35. The legislative authority for this subprogramme is General Assembly resolutions 33/146 and 40/229.

"(b) Objectives

"2.36. The main objectives of this subprogramme are:

"(i) Intergovernmental objective: to assist the Government of Lebanon in its programme of reconstruction and development;

"(ii) General objective of the Secretariat: to co-ordinate the efforts of the specialized agencies and other organizations within the United Nations system in providing assistance and advice to the Government of Lebanon in all matters relating to reconstruction and development.

"(c) Problem addressed

"2.37. The hostilities in Lebanon have brought about immense damage to its economic structure and to property as well as tragic loss of life and the disruption of society. This grave situation requires urgent international action to assist the Government of Lebanon in its efforts for relief, reconstruction and development.

"(d) Strategy for the period 1986-1989

"2.38. During the period 1986-1989, the Secretariat will continue to assist the Government of Lebanon in the assessment, formulation and phasing of aid within the framework of the needs of the country. It will also continue to provide all possible assistance to the Interorganizational Committee on Assistance for the Reconstruction and Development of Lebanon in discharging its duties and to consult with representatives of the countries providing assistance. Funds contributed for this purpose will continue to be administered through a special trust fund established by the Secretary-General."

132. The Committee recommended that paragraphs 2.41-2.43 (now renumbered 2.39-2.41) be approved as proposed, and that paragraph 2.44 (now renumbered 2.42) be replaced by the following:

"2.42. The Secretariat unit responsible for subprogramme 2 is the Office of the Co-ordinator of Assistance for the Reconstruction and Development of Lebanon. Additionally, the Office of the Under-Secretary-General for Political and General Assembly Affairs carries out executive direction and liaison at Headquarters for the programme of reconstruction and development of Lebanon. Two temporary Professional posts in the Office of the Co-ordinator of Assistance for the Reconstruction and Development of Lebanon and one temporary Professional post in the Office of the Under-Secretary-General for Political and General Assembly Affairs were authorized as at 1 January 1986, all financed from the regular budget."

### Chapter 3. International justice and law

133. The Committee recommended the approval of the proposed revisions to chapter 3, with the deletion of the word "subsidiary" from the proposed revised text of paragraph 3.97 (i).

### Chapter 4. Political affairs, trusteeship and decolonization

134. The Committee recommended the approval of the proposed revisions to chapter 4.

### Chapter 10. Development issues and policies

135. The Committee recommended the approval of the proposed revisions to chapter 10 of the medium-term plan, with the following modifications:

(a) Paragraph 10.101. The proposed revised text should be replaced by the following:

"The educational and training policies, planning systems, institutions, methods and facilities have not evolved adequately over the years in Africa so as to constitute a strong base for the effective preparation of human resources for development. In a number of cases, it is still difficult for a good percentage of the population to benefit from general education. Sometimes also the contents of the curricula are yet to respond adequately to the growing needs of accelerated development and economic growth; the educational systems, in some cases, have continued to rely on foreign resources for financing, educational planning and curricular reviews; efforts to integrate formal and non-formal patterns of education have to be intensified. This situation necessitates the strengthening of the African countries' delivery capabilities in the area of education and training.";

(b) Paragraph 10.102. The first part of the first sentence should be replaced by the following:

"Activities under this subprogramme will consist of assisting Member States to reorient, as appropriate, educational policies, programmes and practices to ensure the access of human resources to appropriate education and effective contribution to development.";

(c) Paragraph 10.105. The proposed revised text should be replaced by the following:

"Shortages of skilled and trained personnel are widespread; available manpower is not utilized sufficiently; the labour, employment and manpower data base available for planning is fragile; manpower and employment planning is weak and in many cases skills for performing it, as well as material and financial resources available for planning, are inadequate. This situation has put severe limitations on economic growth and socio-economic development.";

(d) Paragraph 10.106. The proposed revised text should be replaced by the following:

"The result has been a mismatch of needed and available skills within the region, resulting in high levels of unemployment among the educated, underutilization of middle- and high-level skilled manpower, the brain drain and the difficulty in optimizing the use of existing education and training infrastructure.";

(e) Paragraph 10.107. The proposed revised text should be replaced by the following:

"As indicated above, insufficient progress has been made in the area of human resources planning and programming in Africa.";

(f) Paragraph 10.108. In the second sentence, the phrase "developing models and methodologies for manpower and employment planning within the socio-economic realities prevailing in African countries;" should be deleted;

(g) Paragraph 10.110 D. In the first sentence the words "numerical and non-numerical" should be deleted;

(h) Paragraph 10.177 A. The words "paragraph 3" should be deleted;

(i) Paragraph 10.177 B (ii). The phrase "to explore opportunities for domestic and foreign investments" should be replaced by the following:

"to assist Pacific island countries to make better use of the services of other multilateral organizations by identifying the avenues of assistance which are available to them.";

(j) Paragraph 10.177 C. The first sentence should be replaced by the following:

"Little attention has been given to the analysis of problems of economic and social development of the island economies in the Pacific subregion."

136. The Committee recommended the following further modifications to the medium-term plan:

(a) Paragraph 10.15. A reference to General Assembly resolution 40/178 should be added;

(b) Paragraph 10.53. A reference to General Assembly resolutions 39/226 and 40/173 should be added.

137. The Committee considered that the strategy set out in paragraph 10.177 D was too ambitious for the period 1988-1989.

## Chapter 11. Energy

138. The Committee recommended the approval of the proposed revisions to chapter 11 of the medium-term plan, with the following modifications:

(a) Paragraph 11.24. A reference to General Assembly resolution 39/173 should be added;

(b) Paragraph 11.26. In the second sentence the word "all" should be replaced by the words "different types of". The third sentence should read "The development and utilization of new and renewable sources of energy that have made and will continue to make a significant contribution to meeting energy requirements should be intensified through the implementation of the Nairobi Programme of Action". In the last sentence the word "greater" should be replaced by the words "attainment of";

(c) Paragraph 11.27. In the first sentence the words "research, development and demonstration" should be replaced by "research, development, demonstration and transfer". In the second sentence after the word "financial", the words "and other" should be added. The third sentence should read "There is, furthermore, a need to collect and disseminate information on the performance characteristics of modern technologies in the field of new and renewable sources of energy";

(d) Paragraph 11.102. In the second sentence, the phrase "Also to be included are studies designed to improve" should be replaced by the phrase "Further interconnection studies using updated information are to be undertaken in order to define and implement subsequent stages of electrical integration as well as the improvement of".

## Chapter 12. Environment

139. The Committee recommended the approval of the proposed revisions to chapter 12 of the medium-term plan, with the following modification:

Paragraph 12.12 (b). The phrase "impact on men and the environment" should be replaced by the phrase "socio-economic and environmental impacts".

## Chapter 13. Food and agriculture

140. The Committee recommended the approval of the proposed revisions to chapter 13 of the medium-term plan, with the following modifications:

(a) Paragraph 3.12. The paragraph references to resolutions 39/166 and 40/181 should be deleted;

(b) Paragraph 13.15 (a). The revision to this paragraph should be deleted.

## Chapter 14. Human settlements

141. The Committee recommended the approval of the proposed revisions to chapter 14 of the medium-term plan, with the following modifications:

(a) Paragraph 14.119. The second sentence and the phrase "The adoption of this technique" in the third sentence should be replaced by the following text:

"Basically this is due to economies derived from adopting these new techniques, to meet the boom in the construction sector in the region. Additionally in certain States, this mode of production offers capital-intensive techniques more suited to these countries' factor endowment. The adoption of the prefabrication technique ...";

(b) Paragraph 14.124. The revision to this paragraph should be deleted;

(c) Paragraph 14.126. The revision to this paragraph should be deleted.

#### Chapter 15. Industrial development

142. The Committee recommended the approval of the proposed revisions to chapter 15 of the medium-term plan, with the following modifications:

(a) Paragraph 15.85 (ii). After the words "specific projects consistent with their national priorities" the words "and in designing" should be replaced by the word "including";

(b) Paragraph 15.89 (i). After the words "to develop national and multinational capabilities" the text should read "including restructuring and rehabilitating industries in the light of the crisis.";

(c) Paragraph 15.89 (iii). The text after the words "to assist Member States to identify, as a matter of urgency, the group of strategic and core industrial projects", should read as follows:

"(taking into account spare parts, manufacture and maintenance activities, local sources of raw materials, development of fertilizers and manufacture of agricultural machinery) at both the national and multinational levels and to prepare such projects for joint operations, particularly in the context of the MULPOCS (1987-1989)";

(d) Paragraph 15.99 (ii). After the words "creating conditions for the promotion of small-scale industrial activities", the text should read "to take into account development problems, particularly those caused by the African economic crisis."

143. The Committee noted that, while no revisions had been proposed to the general orientation of the major programme of chapter 15, it should be read in the light of the deletion of programmes 1, 2 and 3, implemented by UNIDO, which had become a specialized agency.

144. The Committee, while agreeing to recommend the deletion of programmes 1, 2 and 3 of chapter 15, decided to commend them to the attention of UNIDO.

#### Chapter 16. International trade and development finance

145. The Committee recommended the approval of the proposed revisions to chapter 16 of the medium-term plan, with the following modifications:

(a) Paragraph 16.15. A reference to General Assembly resolution 40/185 should be added to the legislative authority;

(b) Paragraph 16.77. The paragraph references to Assembly resolution 40/205 should be deleted;

(c) Paragraph 16.102 Q. The paragraph should be replaced by the following:

"The problem addressed is twofold. Some commodity exports of developing countries face acute competition from synthetic substitutes. The competitiveness of these natural products must be strengthened. For other commodity exports, demand must be created or strengthened. In both cases, lack of resources and sufficient specialized promotional skills often inhibit exporters from engaging in generic and multinational promotion."

#### Chapter 17. Natural resources

146. The Committee recommended the approval of the proposed revisions to chapter 17 of the medium-term plan.

#### Chapter 18. Population

147. The Committee recommended the approval of the proposed revisions to chapter 18 of the medium-term plan.

148. The Committee further recommended that a new paragraph should be inserted between paragraphs 18.1 and 18.2, reading as follows:

"The International Conference on Population referred, among other things, to close links between peace and development and, in that regard, observed that the promotion, among nations, of peace, security, disarmament and co-operation would greatly help to attain the goals and objectives of the World Population Plan of Action."

#### Chapter 21. Social development and humanitarian affairs

149. The Committee recommended the approval of the proposed revisions to chapter 21 of the medium-term plan, with the following modifications:

(a) Paragraph 21.16. At the end of the sentence add "to ensure implementation of the Declaration on Social Progress and Development";

(b) Paragraph 21.17. With respect to Economic and Social Council resolution 1984/18 and the Nairobi Forward-looking Strategies for the Advancement of Women the references to specific paragraphs should be deleted; a reference to General Assembly resolutions 40/108 and 40/204 and Economic and Social Council resolution 1984/16 should be added;

(c) Paragraph 21.18 (i). The proposed revision should be preceded by the following:

"to promote, monitor, review and appraise, on a regular basis, the progress made in achieving the relevant goals and objectives of the United Nations Decade for Women, including the implementation of the relevant provisions of the Nairobi Forward-looking Strategies";

(d) Paragraph 21.18 (ii). The word "young" before the word "women" should be deleted;

(e) Paragraph 21.21. The proposed revision should be replaced by the following:

Replace in the first sentence of paragraph 21.21 the word "review" with the words "promote", monitoring, review and appraisal";

(f) Paragraph 21.22. The reference to Economic and Social Council resolution 1984/13 should be deleted. A reference to chapters II and V of the Nairobi Forward-looking Strategies, General Assembly resolutions 40/105, 40/108 and 40/204, and Economic and Social Council resolutions 1984/16 and 1985/46 should be added;

(g) Paragraph 21.26. The second sentence should be replaced by the following:

"Activities will focus on the economic and social situation of women, bearing in mind the special needs of vulnerable and underprivileged groups of women.";

(h) Paragraph 21.27. The reference to specific paragraphs of the Nairobi Forward-looking Strategies should be deleted. A reference to General Assembly resolution 40/108 and Economic and Social Council resolution 1984/16 should be added;

(i) Paragraph 21.28 (i). The words "situation of refugee women" should be replaced by the words "situation of all women, including". At the end of the paragraph, the following should be added:

"to promote, monitor, review and appraise, on a regular basis, the progress made in achieving the relevant goals and objectives of the United Nations Decade for Women, including the implementation of the relevant provisions of the Nairobi Forward-looking Strategies";

(j) Paragraph 21.28 (ii). The words "would encourage" should be replaced by the words "would enable and encourage". The words "needs of women refugees" should be replaced by the words "needs of all women, including";

(k) Paragraph 21.30. The proposed revision should be preceded by the following: "The promotion, monitoring, review and appraisal of the implementation of resolutions and international instruments, including the Forward-looking Strategies, which aim at the participation of women in promoting international peace and co-operation, will continue". The words "as appropriate" should be added at the end of the proposed revision;

(l) The proposed new subprogramme 5A should be deleted;

(m) Paragraph 21.43. The reference to the specific paragraphs of General Assembly resolution 40/32 should be deleted. Reference to General Assembly resolutions 40/61, 40/120, 40/121 and 40/122; resolutions 1-3, 12 and 23 of the Seventh United Nations Congress on the Prevention of Crime and the Treatment of Offenders; and the Milan Plan of Action should be added;



(n) Paragraph 21.44 (1). At the end of the paragraph the phrase "as well as international and transnational aspects of crime prevention and collaborative action in this regard" should be added;

(o) Paragraph 21.45. At the end of the paragraph add the following:

"The Milan Plan of Action states that certain forms of crime can hamper the political, economic, social and cultural development of peoples and threaten human rights, fundamental freedoms, and peace, stability and security. Recent developments have underlined the need for urgent attention to be given to the new forms and dimensions of crime, international and transnational, including those involving organized crime, criminal acts of a terrorist character, economic crime, and drug trafficking. The problem has been compounded by the relative sophistication of some deleterious activities which have become internationalized.";

(p) Paragraph 21.46. In the penultimate sentence the words "technical co-operation" should be replaced by the words "technical co-operation among developing countries" and the words "and for the exchange and dissemination" should be replaced by the words "and other programmes for the exchange and dissemination". The following subparagraph should be added:

"(d) In accordance with the resolutions of the General Assembly and the Seventh United Nations Congress, technical reports and studies will be prepared based on research and analysis of trends and priority needs, and work will be pursued on the development of model instruments. The aim will be to assist the Committee on Crime Prevention and Control in the task of providing a comprehensive framework of guidelines and standards that would help Governments, in co-operation with the competent bodies of the United Nations system, to take measures against all forms of international and transnational crimes. In this regard there is a need for a comprehensive and concerted approach to advance knowledge, policy and practice and to promote more incisive national and international action against such crimes. Work will be pursued on the development of model treaties and prototypes of arrangements for practical collaboration among States, especially in respect of extradition and mutual assistance, for consideration by the Committee on Crime Prevention and Control and the Eighth Congress. Emphasis will be placed on more effective action under ordinary procedures and in conformity with international conventions and human rights standards. In the light of the multisectoral and interdisciplinary nature of crime prevention and criminal justice, which was noted in the Milan Plan of Action, particular emphasis will be placed on ensuring appropriate linkages between this subprogramme and major programmes 3 (International justice and law) and 7 (International drug control).";

(q) The proposed new subprogramme 12 should be deleted;

(r) Paragraph 21.65. A reference should be added to General Assembly resolutions 39/127 and 40/105, Economic and Social Council resolution 1985/67 and Conference of Ministers resolution 579 (XXI);

(s) Paragraph 21.67. The word "formulate" should be replaced by the word "strengthen";

(t) Paragraph 21.96 (ii). In the fourth line, the words "existing social and economic structures and" should be deleted. In the sixth line, the word "upgrading" should be replaced by the word "improving";

(u) Paragraph 21.98 (ii). The words "including consumerism" should be inserted after the words "social indicators";

(v) Paragraph 21.98 (iv). At the end of the first sentence, the words "as an internal arrangement of the Secretariat" should be inserted. The last two sentences should be deleted;

(w) Paragraph 21.102. The penultimate sentence should be replaced by the following: "Efforts will be made to provide advisory services to Member States upon request".

150. The Committee also recommended the adoption of the following additional revisions to the medium-term plan:

(a) Paragraph 21.4 (b). The second sentence should be replaced by the following:

"The approach taken includes the promotion, monitoring, review and appraisal, on a regular basis, of the World Plan of Action adopted by the World Conference of the International Women's Year in 1975, of the Programme of Action for the Second Half of the United Nations Decade for Women, adopted by the World Conference of the United Nations Decade for Women in 1980, and of the Forward-looking Strategies for the Advancement of Women adopted by the World Conference to Review and Appraise the Achievements of the United Nations Decade for Women in 1985, the promotion of system-wide activity relating to the advancement of women, and the monitoring and co-ordination of activities under the Convention on the Elimination of All Forms of Discrimination against Women and other international instruments relating to women";

(b) Paragraph 21.19. The word "information" should be replaced by the words "improved information";

(c) Paragraph 21.23 (i). At the end of the subparagraph, add the following:

"to promote, monitor, review and appraise, on a regular basis, the progress made in achieving the relevant goals and objectives of the United Nations Decade for Women, including the implementation of the relevant provisions of the Nairobi Forward-looking Strategies";

(d) Paragraph 21.24. The first sentence should be replaced by the following:

"Inadequate and fragmented information and the lack of co-ordinated promotional activities for the advancement of women world-wide constitute a constraint on the achievement of the goals and objectives of the United Nations Decade for Women: Equality, Development and Peace, and the subthemes: Employment, Health and Education, and the implementation of the Nairobi Forward-looking Strategies.";

(e) Paragraph 21.25. At the end of the paragraph, add the following:

"The promotion and monitoring of, and exchange of information on, activities for the implementation of the Forward-looking Strategies will be carried out on a system-wide basis, using contacts with appropriate governmental, non-governmental and intergovernmental organizations. This will include the establishment of a methodology for cohesive monitoring and improved reporting procedures.";

(f) The phrase "and control of all forms and dimensions of crime, either international or transnational" should be added to the title of subprogramme 9;

(g) Paragraph 21.75. A reference should be added to General Assembly resolution 40/108 and Economic Commission for Latin America and the Caribbean resolution 483 (XXI).

## Chapter 22. Statistics

151. The Committee recommended the approval of the proposed revisions to chapter 22 of the medium-term plan.

## Chapter 24. Transport, communications and tourism

152. The Committee recommended the approval of the proposed revisions to chapter 24 of the medium-term plan, with the following modification:

Paragraph 24.43. The second sentence should be replaced by the following:

"Many countries of the region wish to rationalize their transport development policies, programmes and plans, based on the overall needs of their economic development."

### 3. Further experience gained in the provision of statements of programme budget implications

153. The Committee considered the report of the Secretary-General on the further experience gained in the provision of programme budget implications (A/41/226) at its 28th meeting, on 14 May 1986.

## Conclusions and recommendations

154. The Committee took note of the report of the Secretary-General (A/41/226) and endorsed the recommendations contained in paragraphs 17 and 18 thereof.

155. The Committee recommended that the Economic and Social Council, starting with its first regular session of 1987, should, for a trial period of two years, be provided with statements of programme budget implications of the draft resolutions being considered, in the format established for such statements submitted to the General Assembly. The Secretary-General should report to the Assembly at its forty-fourth session, through the Committee for Programme and Co-ordination at its

twenty-ninth session, on the experience gained during the two-year period in order for the Assembly to review the situation.

156. The Committee further recommended that the Secretary-General should provide statements of programme budget implications to the Fifth Committee of the General Assembly for draft proposals being considered by that Committee that could have programme, financial or administrative implications, including proposals submitted under the agenda item entitled "Proposed programme budget for the biennium \_\_\_\_\_".

#### 4. Evaluation of the News Service of the Department of Political and Security Council Affairs

157. The Committee considered the note by the Secretary-General on the evaluation of the News Service of the Department of Political and Security Council Affairs (A/41/328) at its 30th to 33rd and 37th meetings, on 15, 16 and 20 May 1986.

#### Discussion

158. In considering recommendation 4 of the evaluation team (see A/41/328, sect. IV) and the conclusion of the Committee in that regard (see para. 164 below), several delegations expressed the view that the wire service monitoring could usefully be extended to cover 24-hour and weekend operation.

#### Conclusions and recommendations

159. The Committee took note of the views of the Secretary-General, as expressed in his note (A/41/328), on the conclusions and recommendations set out in the evaluation of the News Service of the Department of Political and Security Council Affairs carried out by the Administrative Management Service. It expressed its appreciation of the quality of the evaluation and of the opportunity provided by the Secretary-General to study the evaluation in its entirety.

160. The Committee also took into account the decision taken by the Committee at its twenty-second session and endorsed by the General Assembly regarding the co-ordination of public information activities within the United Nations system. 8/

161. The Committee noted that the daily news bulletins and raw wire-service printouts were found useful by the Secretary-General, and it endorsed the recommendation contained in the evaluation that the News Service function be continued essentially as a wire-monitoring service and that its staff be reduced accordingly. The Committee felt that clear guidelines should be established in respect of the outputs of the Service and that it would require the work of alert professionals with diverse geographical representation.

162. With regard to the outputs of the News Service, the Committee recommended:

(a) That the number of daily bulletins be reduced, taking into account the view expressed in paragraph 164 below;

(b) That the Secretary-General report to the General Assembly at its forty-first session on the value of the daily press review, in the light of an increase in the sources utilized for its preparation;

(c) That the weekly news summary be effectively integrated with similar activities currently being undertaken in the Department of Public Information and the Office for Field Operational and External Support Activities;

(d) That the raw wire-service printouts be circulated twice a day; in cases of an urgent nature, additional ad hoc circulation could be done;

(e) That the distribution of United Nations information centre materials currently undertaken in the Department of Political and Security Council Affairs be transferred to the Department of Public Information and integrated more closely with that Department's other mandated activities. Primary analysis and briefing of the Secretary-General on the basis of this material would remain solely a function of the Executive Office of the Secretary-General;

(f) That the internal press-clippings service and the preparation of special topic reports be discontinued.

163. The Committee also recommended that, in addition to the present guidelines provided to all United Nations information centres by the Under-Secretary-General for Public Information, for use in the preparation of weekly reports, specific pointers be given on an individual basis to the directors of the centres. These pointers should be tailored to meet the circumstances of each centre and they should be formulated by the Executive Office of the Secretary-General in close consultation with the Department of Public Information and principal end-users in each case. Moreover, it should be made clear to the directors of the information centres that they should have recourse to cable reporting only in cases of extreme urgency and when their cables would provide information not otherwise available at Headquarters.

164. The Committee was not convinced of the value of extending the wire-service monitoring to cover 24-hour and weekend operation, or of the need to make greater use of word-processing equipment in the preparation of bulletins and in their transfer by electronic means to users.

165. While the Committee noted the recommendation of the evaluation as endorsed by the Secretary-General regarding the location of the News Service, most members of the Committee felt that the Service should be absorbed into the Executive Office of the Secretary-General or the Department of Public Information, some members called for its abolition, and other members supported its retention in the Department of Political and Security Council Affairs. The Committee requested the Secretary-General to give further consideration to this issue, taking into account the overall effectiveness of the Service and the need to avoid duplication of activities performed in other offices or departments as well as the views expressed by members of the Committee, and to report thereon to the General Assembly at its forty-first session.

166. Noting that the Secretary-General was to provide a document on the staffing of the News Service to the General Assembly at its forty-first session, the Committee requested the Secretary-General to take into account the conclusions and recommendations of the Committee in formulating his report.

## 5. Mailing lists and registers maintained by the United Nations

167. At its 28th meeting, on 14 May 1986, the Committee heard an oral report on mailing lists and registers maintained by the United Nations, provided in response to the request made by the Committee at its twenty-fifth session. 11/

### Conclusions and recommendations

168. The Committee took note of the oral report of the Secretary-General on the question of mailing lists and registers maintained by the United Nations. It expressed its regret that a written report had not been provided.

169. The Committee also took note of the statement in the oral report that written guidelines for the establishment and use of department lists had been provided for many years and that they had recently been updated and had been issued as an administrative instruction (ST/AI/189/Add.3/Rev.2).

170. Given, however, the swift advances in technology and the potential threat to the rights of the individuals whose names appear on United Nations mailing lists and registers through the collation, disclosure and transfer of information about them, the Committee felt that the guidelines were inadequate.

171. The Committee recommended that the Secretary-General draw up new guidelines to ensure a balance between the need to maintain mailing lists and registers and the rights of individuals, particulars of those who are stored therein by, for example, studying the desirability of having individuals give permission for their personal details to be held and by establishing appropriate safeguards to protect against unauthorized access or disclosure, and requested the Secretary-General to report further in that regard to the Committee at its twenty-seventh session.

## D. Hiring and use of consultant services

172. The Committee considered the report of the Secretary-General on the hiring and use of consultant services (A/41/291-E/1986/58 and Corr.1) at its 29th and 37th meetings, on 14 and 20 May 1986.

### Conclusions and recommendations

173. The Committee felt that the report of the Secretary-General did not cover all relevant aspects of the hiring and use of consultant services. It noted that a complementary report on consultants and ad hoc expert groups was currently being prepared by the Secretary-General for submission to the General Assembly at its forty-first session and would be issued in the summer of 1986. Since that report would include information on the nationalities of consultants commissioned in the biennium 1984-1985 and would indicate, inter alia, whether due regard had been paid to the importance of hiring consultants on as wide a geographical basis as possible, the Committee felt that the completion of the report should be advanced so that the Economic and Social Council could be fully informed of all aspects involved when it considered the question at its second regular session of 1986.

174. The Committee noted that the report was a qualitative assessment by the Secretariat of its adherence to the guidelines on the hiring and use of consultants. It agreed with the conclusions contained in paragraph 12 of the report that the Secretariat should apply the guidelines in a more disciplined and consistent way and that improvements should be made in the administrative instruction (ST/AI/296) to fill the gaps that permitted lapses in the implementation of the guidelines.

175. The Committee expressed satisfaction at the apparent trend of a reduction in the rate of increase of expenditure for consultants over the past several years and encouraged the Secretary-General to continue that reduction. One way that could be done would be to include in the proposed programme budget a more adequate description of the tasks for which consultant services would be utilized, together with an explanation of why those tasks could not be performed by regular staff. The Committee urged the Secretariat to exercise great care when deciding to commission consultants in order to ensure that no task that could be performed by staff was assigned to consultants. In the same vein, it requested the Secretariat to observe strictly the guideline that consultants should be selected from among candidates who are highly qualified in the specific field of the task to be performed.

176. The Committee welcomed the assurances contained in paragraph 13 of the report that audits of programme implementation would be increasingly carried out to help ensure that the tasks performed by consultants related to those provided for in the programme budget and that the guidelines were observed in the selection of consultants and the evaluation of their performance.

177. While noting with approval the efforts made to establish and maintain a roster of consultants, the Committee was of the view that there should not be a central roster but a separate roster for each department.

#### IV. CO-ORDINATION QUESTIONS

178. The Committee considered item 5 of its agenda at its 3rd to 7th, 14th, 34th, 40th and 41st meetings, on 28 to 30 April and 6, 19 and 21 May 1986. The Committee had before it the following documents:

(a) Report of the Secretary-General on a system-wide medium-term plan for women and development (E/1986/8);

(b) Report of the Secretary-General on recurrent publications of the United Nations (E/AC.51/1985/14);

(c) Annual overview report of the Administrative Committee on Co-ordination for 1985/86 (E/1986/13);

(d) Report of the Secretary-General on the follow-up to the cross-organizational programme analysis of the activities of the United Nations system in human settlements (E/AC.51/1986/3 and Corr.1 and 2);

(e) Report of the Secretary-General on the results of past cross-organizational programme analyses (E/AC.51/1986/4);

(f) Report of the Secretary-General on the scope and general approach of the cross-organizational programme analysis of the activities of the United Nations system in science and technology for development (E/AC.51/1986/5);

(g) Report of the Secretary-General on the cross-organizational programme analysis on economic and social research and policy analysis in the United Nations system (E/AC.51/1986/7);

(h) Report of the Administrative Committee on Co-ordination, entitled "Co-ordination of information systems in the United Nations system: Register of Development Activities" (E/AC.51/1986/12);

(i) Note by the Secretariat reproducing the draft resolution entitled "System-wide medium-term plan for women and development and system-wide co-ordination of the implementation of the Nairobi Forward-looking Strategies for the Advancement of Women", recommended by the Commission on the Status of Women for adoption by the Economic and Social Council (E/AC.51/1986/L.3);

(j) Note by the Secretariat transmitting the comments of a number of specialized agencies on the report of the Secretary-General on the cross-organizational programme analysis on economic and social research and policy analysis of the United Nations system (E/AC.51/1986/CRP.1 and Add.1).

179. Under this item, the Committee was also provided with an oral report on future cross-organizational programme analyses. Also considered by the Committee under this item were the topic for the twenty-first series of joint meetings of CPC and ACC and the report of the Joint Inspection Unit on publications policy and practice in the United Nations system and the comments thereon of the Secretary-General and ACC (A/39/239 and Add.1 and Add.1/Corr.1 and Add.2).



## A. Cross-organizational programme analyses

180. At its 3rd to 7th and 34th meetings, held from 28 to 31 May and on 19 May 1986, the Committee considered the reports of the Secretary-General on the cross-organizational programme analysis on economic and social research and policy analysis in the United Nations system (E and AC.51/1986/7) and the comments thereon of a number of specialized agencies (E/AC.51/1986/CRP.1 and Add.1), the scope and general approach of the cross-organizational programme analysis of the activities of the United Nations system in science and technology for development (E/AC.51/1986/5), the follow-up to the cross-organizational programme analysis of the activities of the United Nations system in human settlements (E/AC.51/1986/3 and Corr.1 and 2) and the results of past cross-organizational programme analyses (E/AC.51/1986/4), as well as the oral report on future cross-organizational programme analyses.

### Conclusions and recommendations

#### 1. Cross-organizational programme analysis on economic and social research and policy analysis in the United Nations system

181. The Committee took note of the report of the Secretary-General on economic and social research and policy analysis in the United Nations system (E/AC.51/1986/7) and of the comments thereon of a number of specialized agencies (E/AC.51/1986/CRP.1 and Add.1). The analysis had been prepared in accordance with the guidelines provided by the Committee, with some adaptations required by the nature, scope and boundaries of the subject, which induced care in the Committee's approach to the conclusions reached in the report.

182. The Committee stressed the importance of research on economic and social issues as an essential task of the United Nations system and concluded that there was a constant need to develop and study new ideas for international co-operation, particularly in the economic and social domains.

183. The Committee acknowledged the need that existed for research on both global and sectoral issues, as well as their interrelationship. The Committee noted that the United Nations had a special responsibility for carrying out research on global issues. It considered that research on global and sectoral issues should continue to be pursued by the appropriate organizations of the United Nations system and that, to that end, those organizations should take advantage of the research activities being conducted outside the system. The Committee emphasized that the quality of research activities and products should continue to be improved.

184. The Committee noted that the United Nations system had, over the years, developed a potential for carrying out a broad range of research and policy analysis, and that the central issue was to increase the effectiveness of that activity. The recommendations set out below have been framed with that in mind.

185. Bearing in mind the responsibility of the Economic and Social Council, under Article 63 of the Charter of the United Nations, for policy co-ordination in the system, the Committee recommended the following measures for adoption by the Council:

(a) The Economic and Social Council should have before it, every other year, as part of the documentation for its consideration of global economic and social trends and policies, a summary of the main research findings of the system in that area and of emerging issues;

(b) The Council should invite its subsidiary bodies to examine, within their domains of competence, relevant ongoing research in the system and emerging issues and to report to the Council thereon. This should facilitate the co-ordinating role of the Council and lead to a rationalization of research requirements and to a reduction in the number of reports and documents;

(c) The Council should also invite its subsidiary bodies to consider the possibility, when appropriate and feasible, of explicitly relating their draft resolutions to the implementation of major programmes, programmes and subprogrammes of the medium-term plan of the United Nations.

186. The Committee recommended that the organizations of the United Nations system take steps to improve the flow of information and research findings among organizations by:

(a) Designating the Dag Hammarskjöld Library as a central repository for research products and requesting all organizations that conduct research to make the results available to that Library, which should index them, using existing procedures;

(b) Requesting ACC to enhance co-operation and co-ordination in the research activities undertaken within the United Nations system;

(c) Encouraging a more regular and systematic exchange of information between research units and other parts of the secretariats of the organizations of the United Nations system.

187. The Committee requested the Secretary-General to take measures to make research activity in the secretariat units that are primarily concerned with economic and social issues both effective and responsive to the needs of intergovernmental bodies as expressed in their decisions. Such measures should include:

(a) A clarification of the research activity of the United Nations in relation to other activities as part of the preparation of the programme budget for the biennium 1988-1989 and of the medium-term plan for the period 1990-1995, particularly in the major programme on development issues and policies, as well as in other major programmes involving economic and social research, bearing in mind the need for a multidisciplinary approach and the relevant resolutions and decisions of the General Assembly and the Economic and Social Council;

(b) A better linkage between complementary and related activities: studies on economic and social issues should not be separated from those related to legal and political questions; the follow-up of research activities should be better defined and reinforced; and the links between the regional commissions and departments at United Nations Headquarters should be further developed.

188. The Committee noted that although the cross-organizational programme analysis dealt with economic and social research and policy analysis in the United Nations

system, it failed to present a full analysis of the activities of the research institutes of the system, particularly the United Nations Institute for Training and Research (UNITAR).

189. The Committee requested the Secretary-General, the executive heads of the specialized agencies, the Rector of the United Nations University and the heads of the various research institutes of the United Nations system involved in research on economic and social questions (e.g., UNRISD and UNITAR) to design appropriate ways of establishing closer relationships between those autonomous research institutions and the organizations of the system.

190. Furthermore, the Committee sought a review, in the context of the preparation of the medium-term plan for the period 1990-1995, of the progress made in implementing the above-mentioned recommendation of the Committee.

2. Scope and general approach of the cross-organizational programme analysis of the activities of the United Nations system in science and technology for development

191. The Committee took note of the report of the Secretary-General (E/AC.51/1986/5) and endorsed the broad lines of the proposed scope and general approach adopted for the preparation of the analysis.

192. The Committee, however, having noted Economic and Social Council decision 1986/110 of 7 February 1986, by which the Council chose science and technology for development as the subject of the cross-organizational review of medium-term plans of the organizations of the United Nations system to be presented to the Council at its second regular session of 1987, decided that a single report to be submitted to both CPC and the Council seemed to be preferable. The Committee therefore recommended to the Council the merging in a single report of the Secretary-General of the cross-organizational programme analysis and cross-organizational review of medium-term plans in the area of science and technology for development. This report would be reviewed by the Committee at its twenty-seventh session prior to its consideration by the Council at its second regular session of 1987.

193. The Committee considered that such a report should address the whole range of issues treated in both a cross-organizational programme analysis and a cross-organizational review of medium-term plans. It should be presented with conclusions that would enable the Committee and the Council to make recommendations on the adequacy of the system's activities in relation to legislative mandates and on the overall state of co-operation and co-ordination within the United Nations system in the area of science and technology for development.

3. Follow-up to the cross-organizational programme analysis of the activities of the United Nations system in human settlements

194. The Committee took note of the report of the Secretary-General on the follow-up to the cross-organizational programme analysis of the activities of the United Nations system in human settlements (E/AC.51/1986/3 and Corr.1 and 2), which included information on the consideration given to that question by the Commission on Human Settlements at its eighth session.

195. The Committee was concerned that problems of co-ordination and relative priorities, identified in the cross-organizational programme analysis, had not been fully addressed. It recalled General Assembly resolution 32/162 (sect. II, para. 4), in which the Assembly conferred responsibility on the Commission on Human Settlements for providing policy guidance regarding existing and planned programmes of work in the field of human settlements and for proposing ways and means by which policy objectives and goals in that field might best be achieved.

196. The Committee asked its Chairman to request the Chairman of the Commission on Human Settlements, the ninth session of which was in progress at Istanbul, to inform CPC, before the end of its twenty-sixth session, of the next steps that the Commission envisaged in following up the cross-organizational programme analysis, of the difficulties that the Commission felt it faced, and of the types of recommendations that it felt would be most appropriate for its future work in co-ordination. The Committee was subsequently informed that the item had been discussed by the Commission at its ninth session and that the Commission had adopted a resolution on the question, in which it, inter alia:

(a) Requested an analysis of the problems encountered and solutions reached or proposed by the United Nations Centre for Human Settlements (Habitat) in discharging its mandate to assist the Commission in co-ordinating human settlements activities in the United Nations system;

(b) Urged all appropriate organizations of the United Nations system to co-operate fully with the Centre and to provide the Centre with the necessary information for the above-mentioned analysis.

197. The Committee took note of the resolution of the Commission on Human Settlements. The Committee felt that its recommendations on the cross-organizational programme analysis, as endorsed by the Economic and Social Council and the General Assembly, had so far not been sufficiently implemented. Therefore, it requested the Secretary-General to continue to monitor the follow-up to the cross-organizational programme analysis of the activities of the United Nations system in human settlements and to inform the Committee, at its twenty-seventh session, of the progress made in that regard.

#### 4. Results of past cross-organizational programme analyses

198. The Committee took note of the report of the Secretary-General on the results of past cross-organizational programme analyses (E/AC.51/1986/4) and expressed its concern at the evident lack of effective follow-up to its conclusions and the recommendations arising from its consideration of the analyses.

199. The Committee agreed that, where possible and appropriate, its conclusions and recommendations would be framed with greater specificity and clarity so as to facilitate their monitoring and implementation. The Committee stressed, however, that the primary responsibility for ensuring effective follow-up to its conclusions and recommendations rested with the Secretary-General and the executive heads of the organizations of the United Nations system concerned.

200. In that context, the Committee requested that, in future, the results of its consideration of cross-organizational programme analyses be systematically brought to the attention of the intergovernmental bodies concerned for their consideration and that the Committee be informed regularly of the results of such consideration.

201. The Committee also requested that the results of its consideration of cross-organizational programme analyses be brought to the attention of the organizations of the United Nations system through ACC. The Committee recommended that the question of follow-up to cross-organizational programme analyses be included regularly in the programme of work of ACC, which should report on the follow-up to the analyses, either in its annual overview report or in a separate report.

#### 5. Future cross-organizational programme analyses

202. In accordance with its previous decision, the Committee will consider, at its twenty-seventh session, the report of the Secretary-General on the proposed scope of and approach to the cross-organizational programme analysis of the activities of the United Nations system in the area of environment; the analysis itself will be considered at its twenty-eighth session.

203. The Committee expressed its concern that requests for the preparation of cross-organizational programme analyses were increasingly being made outside the framework of the Committee itself. The Committee would welcome recommendations by other intergovernmental bodies and ACC on the subject areas that they felt could be usefully studied for determining possible problems of co-ordination. The Committee recommended, however, that the Economic and Social Council should reaffirm the clear responsibility of the Committee for Programme and Co-ordination for making the final recommendations on the subjects and timing of future cross-organizational programme analyses.

204. In this context, the Committee noted the request of the Council, in its resolution 1985/46 of 31 May 1985, that the Committee should undertake in 1989 a cross-organizational programme analysis in the area of advancement of women. The Committee recalled that the Council had considered a cross-organizational review of the issue of women and development in the medium-term plans of the organizations of the United Nations system (E/1985/45) at its first regular session of 1985. The Committee also recalled that it would be considering a draft system-wide medium-term plan for women and development at its twenty-seventh session in 1987. The Committee recognized that a detailed analysis of the activities of the United Nations system in the area of the advancement of women for the period 1988-1989 would provide an important basis for monitoring the implementation of the system-wide medium-term plan for women and development and other plans. The Committee therefore decided to revert to the question of the form of such an analysis at its twenty-seventh session in the context of its consideration of the draft system-wide medium-term plan.

205. The Committee agreed that, in general, the scope of cross-organizational programme analyses would be decided on a case-by-case basis. The Committee would determine whether the analysis should have a narrow or large scope when choosing the subject and when considering the approach and methodology adopted for the analysis. In terms of their content and format, reports on cross-organizational programme analyses should contain a summary of the factual material on which the analysis was based and a critical assessment of the facts, together with analytical, precise and objective conclusions. If there were diverging views from the specialized agencies, such views should be incorporated in the report of the Secretary-General.

206. The Committee decided to examine further, at its twenty-seventh session, the various analytical tools used for improving co-ordination, including, in particular, cross-organizational programme analyses, cross-organizational reviews of the medium-term plans of the organizations of the United Nations system and system-wide medium-term plans.

207. The Committee decided that its Chairman should send a letter to the President of the Economic and Social Council on the procedure and timing for the selection of subjects to be analysed or reviewed by the Committee in the context of its co-ordinating role, and decided that the question of a cross-organizational programme analysis on women and development should also be treated in that letter.

#### B. Recurrent publications of the United Nations

208. At its 5th and 6th meetings, on 29 and 30 April, the Committee considered the report of the Secretary-General on recurrent publications of the United Nations (E/AC.51/1985/14). In connection with its consideration of that report, the Committee also had before it the report of JIU on publications policy and practice in the United Nations system and the comments thereon of the Secretary-General and ACC (A/39/229 and Add.1 and Add.1/Corr.1 and Add.2).

#### Conclusions and recommendations

209. The Committee took note of the report of the Secretary-General on recurrent publications of the United Nations (E/AC.51/1985/14). The Committee noted that the justification given in the report for many of the publications were references to the programme budget, and specified that resolutions and decisions of the intergovernmental body concerned should rather be given in each instance. In respect of the reviews requested by the General Assembly in resolution 38/32 E of 25 November 1983 and the Economic and Social Council in decision 1984/101 of 10 February 1984, the Committee noted that no recurrent publication had as yet been terminated. It also noted that readership surveys were being conducted by author departments, with the encouragement of the Publications Board, in order to obtain end-user response on, for example, the usefulness of the contents of publications and the standard of the published analysis or data.

210. The Committee decided to request the Secretary-General (utilizing the Publications Board) to communicate to the intergovernmental bodies that had authorized recurrent publications a request to review those publications in the light of the criteria set forth in General Assembly resolution 38/32 E, with a view to terminating those publications that did not meet those criteria or to reducing their periodicity or volume of issuance, if that was called for.

211. The Committee noted that, in order to assist intergovernmental bodies in conducting their reviews, the Secretary-General would furnish them with an updated, expanded revision of the information provided in his report, which would include the total print run of each publication, broken down into the number of official distribution, stock, departmental and sales copies; the actual legislative mandates; the results of the readership surveys that had been conducted by author departments, with particular reference to the criteria set out in Assembly resolution 38/32 E; any relevant information or comments from intergovernmental or other sources that could be useful in their reviews; and annotations by the

Secretary-General to indicate which recurrent publications appeared, in practical terms, to be likely candidates for discontinuance, as well as relevant justification for such discontinuance.

212. The Committee requested that a report on the results of the above-mentioned reviews by intergovernmental bodies be submitted to it at its twenty-seventh session and that the report contain complete information on the recurrent publications being retained, discontinued or reduced in frequency and volume. The report should also provide the justification given by the intergovernmental body concerned for the retention of a publication that the Secretary-General had considered might be discontinued.

### C. System-wide medium-term plan for women and development

213. At its 7th and 14th meetings, on 30 April and 6 May 1986, the Committee considered the report of the Secretary-General on a system-wide medium-term plan for women and development (E/1986/8) and the related note by the Secretariat (E/AC.51/1986/L.3).

### Conclusions and recommendations

214. The Committee took note of the report of the Secretary-General (E/1986/8). The Committee recognized that system-wide medium-term plans were potentially very important instruments for policy and programme co-ordination. Their main raison d'être would be to indicate as precisely as possible how the system intended to contribute to the realization of the objectives adopted, in a given area, by the international community. The following issues were identified as being of particular importance in the formulation of system-wide medium-term plans:

(a) The purpose of the plans and the specificity of their provisions in terms of objectives, strategies and activities of the organizations concerned;

(b) The role of the concerned organizations of the United Nations system in the formulation of such plans and the degree of their commitment to their successful implementation;

(c) The relationship between a system-wide medium-term plan and the medium-term plans and biennial budgets of the concerned organizations, including those which do not have medium-term plans;

(d) The extent to which the implementation of system-wide medium-term plans can be monitored, given their level of aggregation.

215. The Committee expressed concern that the preparation of such a plan had to proceed prior to full inter-agency and intergovernmental consideration of the conceptual, methodological and organizational issues that the elaboration and implementation of system-wide medium-term plans would entail. It was felt that the lack of a thorough discussion of the purpose and role of a specific plan prior to its formulation would increase the risk of such a plan not being effectively implemented and therefore of having little impact. Furthermore, besides such fundamental methodological questions, the Committee was of the view that the proposed framework of issues presented to it for the system-wide medium-term plan

for women and development was not sufficiently specific to facilitate any meaningful discussion or conclusion as to its relevance or suitability. It was recognized, however, that the Secretariat had had to produce the proposed framework at short notice and had had to work with less than precise intergovernmental guidance on the substance of the matter. The Committee decided to consider, at its twenty-seventh session, the methodology and role of system-wide medium-term plans on the basis of a report by the Secretary-General.

216. The Committee agreed that, given the timetable already decided by the Economic and Social Council, it would consider the draft system-wide medium-term plan for women and development at its twenty-seventh session as requested, while bearing in mind the concern expressed in paragraph 215 above and the limited time available for its preparation. The draft plan should define the objectives that could be achieved by the system within the period from 1990 to 1995, in the context of the realization of the Nairobi Forward-looking Strategies for the Advancement of Women. 12/ The draft plan should set priorities for the system during the period considered and identify the various means for achieving them. It should specify which organizations of the system would be responsible for particular objectives and clearly indicate the role of the United Nations itself.

217. The Committee noted that the Economic and Social Council had also requested the Committee to undertake in 1989 a cross-organizational programme analysis on the question of the advancement of women. The Committee discussed this matter under the item on future cross-organizational programme analyses and decided, inter alia, that its Chairman should send a letter to the President of the Council, informing him of the conclusions and recommendations of the Committee concerning the future analyses (for the conclusions and recommendations of the Committee, see paras. 202-207 above).

#### D. Joint meetings of the Committee for Programme and Co-ordination and the Administrative Committee on Co-ordination

218. The Committee considered, at its 6th meeting, on 30 April 1986, the topic proposed by ACC for the twenty-first series of joint meetings of CPC and ACC.

#### Conclusions and recommendations

219. The Committee agreed with the proposal of ACC that the topic for consideration at the twenty-first series of joint meetings of CPC and ACC in 1986 should be "Review of the preparedness of the United Nations system for emergency situations and its co-ordination aspects and links to longer-term development, in the light of the experience gained from the emergency operations in Africa". The Committee noted that the background document for the discussion of the topic would be prepared by the Office of the Director-General for Development and International Economic Co-operation and made available as early as possible.

220. The Committee reaffirmed the important potential role of its joint meetings with ACC as an instrument in its co-ordination work and as a means of bringing its views on co-ordination matters to the attention of the organizations of the United Nations system in a direct and forceful way. The Committee recognized that, despite recent improvements, efforts should continue to be made to increase the effectiveness and improve the functioning of the joint meetings.



221. The Committee agreed that further steps should be taken to improve the functioning of the joint meetings, since it was important that the meetings be used as the forum for a critical and constructive dialogue between the two Committees. For its part, CPC recommended that its members ensure effective representation at the joint meetings. In order to facilitate improved documentation, the Committee also recommended that CPC and ACC, at the joint meetings each year, should decide on the topic to be considered at the meetings the following year.

#### E. Reports of the Administrative Committee on Co-ordination

222. The Committee considered the annual overview report of the Administrative Committee on Co-ordination for 1985/86 (E/1986/13) and the progress report of ACC on the Register of Development Activities (E/AC.51/1986/12) submitted in response to section VII of Economic and Social Council resolution 1985/76 of 25 July 1985, at its 40th and 41st meetings, on 21 May 1986.

#### Discussion

223. With regard to the co-ordination of operational activities, as reflected in the annual overview report of ACC for 1985/86 (E/1986/13), one delegation indicated that the role of ACC should cover only the activities of the organizations of the United Nations system and should not extend to the activities of bilateral donors. Other delegations felt that the role of ACC covered only the activities of the organizations of the United Nations system and did not extend to the activities of bilateral donors, except at the request of the Governments concerned.

#### Conclusions and recommendations

##### 1. Annual overview report of the Administrative Committee on Co-ordination for 1985/86

224. The Committee took note of the annual overview report of the Administrative Committee on Co-ordination for 1985/86 (E/1986/13).

225. The Committee stressed that the future activities of the Consultative Committee on Substantive Questions (Operational Activities) (CCSQ (OPS)) should continue to be guided by the decisions taken by intergovernmental organs of the United Nations system, in particular those taken by the General Assembly.

226. The Committee noted further the measures taken by ACC to curtail the number of meetings of its subsidiary machinery and recommended that ACC continue its efforts to rationalize its work and streamline its subsidiary machinery.

##### 2. Progress report of the Administrative Committee on Co-ordination on the Register of Development Activities

227. The Committee took note of the progress report of ACC on the Register of Development Activities (E/AC.51/1986/12).

228. The Committee requested ACC to submit to it at its twenty-seventh session a further, fully detailed progress report on the technical design for the establishment and operation of the Register, containing the information requested by the Economic and Social Council in section VII of its resolution 1985/76.

229. The Committee recommended that ACC ensure that the coverage of development activities in the Register is comprehensive and that there is the full participation in the Register by organizations of the United Nations system.

## V. REPORTS OF THE JOINT INSPECTION UNIT

230. Under item 6 of its agenda, the Committee had before it the reports of the Joint Inspection Unit (JIU) on field offices of the United Nations Development Programme (DP/1983/67) and the comments of the Secretary-General thereon (DP/1984/7); the evaluation system of the United Nations Development Programme (DP/1983/68) and the comments of the Secretary-General thereon (DP/1984/9); the Transport and Communications Decade in Africa (A/40/633) and the comments of the Secretary-General thereon (A/40/633/Add.1); and the United Nations development system support to the implementation of the Buenos Aires Plan of Action on technical co-operation among developing countries (A/40/656) and the comments thereon of ACC (A/40/656/Add.1).

231. The Committee considered the report of JIU on publications policy and practice in the United Nations system and the comments of the Secretary-General and ACC thereon (A/39/239 and Add.1 and Add.1/Corr.1 and Add.2) under item 5 of its agenda (see paras. 208-212 above) and the report of the Secretary-General on existing expert bodies within the United Nations (E/AC.51/1986/6) under item 3 of its agenda (see chap. II above).

232. Owing to constraints of time, the Committee, on the proposal of the Chairman at its 35th meeting, on 19 May 1986, decided not to consider at its current session the reports of JIU on field offices of the United Nations Development Programme (DP/1983/67), the evaluation system of the United Nations Development Programme (DP/1983/68), the Transport and Communications Decade in Africa (A/40/633), and on United Nations development system support to the implementation of the Buenos Aires Plan of Action on technical co-operation among developing countries (A/40/656).

233. Some delegations expressed their concern that, owing to the lack of time, the Committee could not examine the above-mentioned reports of JIU. Those delegations were of the opinion that, given the special interest in the report of JIU on United Nations development system support to the implementation of the Buenos Aires Plan of Action on technical co-operation among developing countries (A/40/656), the report should be referred to the General Assembly at its forty-first session for consideration under the item concerning economic and technical co-operation among developing countries.

VI. CONSIDERATION OF THE PROVISIONAL AGENDA FOR THE  
TWENTY-SEVENTH SESSION OF THE COMMITTEE

234. In pursuance of paragraph 2 (e) of Economic and Social Council resolution 1979/41 of 10 May 1979, and paragraph 2 of General Assembly resolution 34/50 of 23 November 1979, the Committee shall submit to the Council and to the Assembly for their review the provisional agenda for its twenty-seventh session, together with the required documentation. In accordance with paragraph 8 of the annex to Council resolution 2008 (LX) of 14 May 1976, the twenty-seventh session of the Committee shall be of four weeks' duration.

235. At its 15th meeting, on 6 May 1986, the Committee was informed by its Chairman of a letter dated 6 May addressed to him by the Under-Secretary-General, Department of Administration and Management, concerning the timetable for the preparation and review of the proposed programme budget for the biennium 1988-1989. The Committee considered the content of the letter at its 15th, 43rd and 44th meetings, on 6, 22 and 23 May 1986.

236. Also at its 43rd and 44th meetings, the Committee considered the provisional agenda and the documentation for its twenty-seventh session on the basis of a note by the Secretariat (E/AC.51/1986/L.5 and Corr.1), as orally revised by the Secretary of the Committee to take into account the decisions taken by the Committee at its current session.

Conclusions and recommendations

237. The Committee took note of the letter dated 6 May 1986 addressed to the Chairman of the Committee by the Under-Secretary-General, Department of Administration and Management, concerning the timetable for the preparation and review of the proposed programme budget for the biennium 1988-1989. The Committee also took note of the statements made during its discussion by the Under-Secretary-General and the Assistant Secretary-General, Office for Programme Planning and Co-ordination, in which the Committee was informed that, should it decide not to accept the proposal made in the letter, the Secretary-General would submit a proposed programme budget for the biennium 1988-1989 which would be in conformity with all relevant programme planning and financial regulations. The Committee requested its Chairman to respond to the letter of the Under-Secretary-General, informing him that the Committee could not accept the proposal to defer the submission of the proposed programme budget for the biennium 1988-1989.

238. The Committee decided to submit to the Economic and Social Council and the General Assembly for their review the following provisional agenda for its twenty-seventh session:

Provisional agenda for the twenty-seventh session of the Committee

1. Election of officers.
2. Adoption of the agenda and organization of work.

3. Programme questions:

(a) Proposed programme budget for the biennium 1988-1989

Documentation

Proposed programme budget for the biennium 1988-1989

(b) Programme structure of the Department of Public Information

Documentation

Report of the Secretary-General containing proposals on the programme structure of the Department of Public Information for incorporation in the medium-term plan for the period 1990-1995 and the ensuing programme budgets (see para. 65 of the present report)

(c) Evaluation

Documentation

Report of the Secretary-General on the in-depth evaluation of the programme on electronic data processing and information systems (see report of the Committee on the work of its twenty-fourth session, A/39/38, para. 364)

Report of the Secretary-General on the triennial review of the implementation of the recommendations made by the Committee for Programme and Co-ordination at its twenty-fourth session on the UNDP-financed technical co-operation activities of UNIDO in the field of manufactures (see report of the Committee on the work of its twenty-fourth session, A/39/38, paras. 356 and 364; Economic and Social Council resolution 1984/61 A, sect. V, para. 5; and para. 111 of the present report)

Progress report of the Secretary-General on the in-depth evaluation of the programme on development issues and policies, scheduled for consideration by the Committee at its twenty-eighth session

Note by the Secretary-General on the in-depth evaluation of the programme on human rights, scheduled for consideration by the Committee at its twenty-ninth session

(d) Recurrent publications of the United Nations

Documentation

Report of the Secretary-General on the reviews undertaken by intergovernmental bodies of recurrent publications (see para. 212 of the present report)

(e) Mailing lists and registers maintained by the United Nations

Documentation

Report of the Secretary-General on guidelines for the maintenance of mailing lists and registers (see para. 171 of the present report)

#### 4. Co-ordination questions:

##### (a) Cross-organizational programme analyses and reviews

###### Documentation

Report of the Secretary-General on the cross-organizational programme analysis and cross-organizational review of the activities of the United Nations system in the area of science and technology for development (see report of the Committee on the work of its twenty-fifth session, A/40/38 and Corr.1 and Add.1, para. 714; and para. 192 of the present report)

Report of the Secretary-General on the proposed scope of and approach to the cross-organizational programme analysis of the activities of the United Nations system in the area of environment (see report of the Committee on the work of its twenty-fifth session, A/40/38 and Corr.1 and Add.1, para. 714; and para. 202 of the present report)

Progress report of the Secretary-General on follow-up to the cross-organizational programme analysis of the activities of the United Nations system in human settlements (see para. 197 of the present report)

##### (b) System-wide medium-term plans

###### Documentation

Report of the Secretary-General on the various analytical tools used for improving co-ordination, including, in particular, cross-organizational programme analyses, cross-organizational reviews of the medium-term plans of the organizations of the United Nations system and system-wide medium-term plans (see paras. 206 and 215 of the present report)

Report of the Secretary-General containing the draft system-wide medium-term plan for women and development (see paras. 204 and 216 of the present report)

##### (c) Co-ordination in the United Nations and the United Nations system

###### Documentation

Report of the Secretary-General on all aspects of the question of co-ordination in the United Nations and the United Nations system (see General Assembly resolution 40/177 of 17 December 1985)

##### (d) Reports of the Administrative Committee on Co-ordination

###### Documentation

Annual overview report of the Administrative Committee on Co-ordination

Progress report of the Administrative Committee on Co-ordination on the Register of Development Activities (see para. 228 of the present report)

#### 5. Reports of the Joint Inspection Unit.

6. Consideration of the provisional agenda for the twenty-eighth session of the Committee.
7. Adoption of the report of the Committee.

Notes

1/ Official Records of the General Assembly, Thirty-ninth Session, Supplement No. 38 (A/39/38), para. 388.

2/ Ibid., Thirty-seventh Session, Supplement No. 38 (A/37/38), para. 297.

3/ Ibid., Thirty-ninth Session, Supplement No. 38 (A/39/38), para. 342 (g).

4/ Ibid., para. 342 (c).

5/ Ibid., Thirty-seventh Session, Supplement No. 38 (A/37/38), para. 374.

6/ Ibid., para. 367.

7/ Ibid., Thirty-second Session, Supplement No. 38 (A/32/38), para. 10 (b).

8/ Ibid., Thirty-seventh Session, Supplement No. 38 (A/37/38), para. 304 (b).

9/ Ibid., Thirty-ninth Session, Supplement No. 38 (A/39/38), paras. 344-356.

10/ Ibid., paras. 357-359.

11/ Ibid., Fortieth Session, Supplement No. 38 (A/40/38 and Corr.1 and Add.1), para. 582.

12/ Report of the World Conference to Review and Appraise the Achievements of the United Nations Decade for Women: Equality, Development and Peace, Nairobi, Kenya, 15 to 26 July 1985 (United Nations publication, Sales No. 85.IV.10), chap. I, sect. A.

ANNEX I

Agenda for the twenty-sixth session of the Committee

1. Election of officers.
2. Adoption of the agenda and organization of work.
3. Improvement of the work of the Committee under its mandate with, inter alia, a view to its consideration of future programme budgets and medium-term plans.
4. Programme questions:
  - (a) Programme performance of the United Nations for the biennium 1984-1985;
  - (b) Evaluation;
  - (c) Proposed revisions to the medium-term plan for the period 1984-1989;
  - (d) Hiring and use of consultant services.
5. Co-ordination questions:
  - (a) Cross-organizational programme analyses;
  - (b) System-wide medium-term plan for women and development;
  - (c) Reports of the Administrative Committee on Co-ordination.
6. Reports of the Joint Inspection Unit.
7. Consideration of the provisional agenda for the twenty-seventh session of the Committee.
8. Adoption of the report of the Committee.



ANNEX II

List of documents before the Committee at its twenty-sixth session

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| A/37/6/Add.3                                  | Addendum to the medium-term plan for the period 1984-1989, chapter 31  |
| A/39/239 and Add.1 and Add.1/Corr.1 and Add.2 | Publications policy and practice in the United Nations system: note by the Secretary-General transmitting the report of the Joint Inspection Unit, and the comments of the Secretary-General thereon   |
| A/40/633 and Add.1                            | Transport and Communications Decade in Africa: note by the Secretary-General transmitting the report of the Joint Inspection Unit, and the comments of the Secretary-General thereon   |
| A/40/656 and Add.1                            | United Nations development system support to the implementation of the Buenos Aires Plan of Action on technical co-operation among developing countries: note by the Secretary-General transmitting the report of the Joint Inspection Unit, and the comments of the Administrative Committee on Co-ordination thereon |
| A/40/769                                      | Administrative and budgetary co-ordination of the United Nations with the specialized agencies and the International Atomic Energy Agency: report of the Advisory Committee on Administrative and Budgetary Questions  |
| A/41/6  | Proposed revisions to the medium-term plan for the period 1984-1989  |
| A/41/137                                      | Joint Inspection Unit: note by the Secretary-General transmitting the work programme of the Unit for 1986  |
| A/41/201                                      | Status of internal evaluation in organizations of the United Nations system: note by the Secretary-General transmitting the report of the Joint Inspection Unit  |
| A/41/202                                      | Third report on evaluation in the United Nations system: integration and use: note by the Secretary-General transmitting the report of the Joint Inspection Unit   |
| A/41/226                                      | Further experience gained in the provision of statements of programme budget implications: report of the Secretary-General   |

A/41/291-E/1986/58 and Corr.1	Report of the Secretary-General on the hiring and use of consultant services
A/41/304	Status of internal evaluation in organizations of the United Nations system and third report on evaluation in the United Nations system: integration and use: note by the Secretary-General transmitting the comments of the Administrative Committee on Co-ordination on the reports of the Joint Inspection Unit
A/41/318 and Add.1	Programme performance of the United Nations for the biennium 1984-1985: report of the Secretary-General
A/41/328	Evaluation of the News Service of the Department of Political and Security Council Affairs: note by the Secretary-General transmitting the report of the Administrative Management Service
DP/1983/67	Field offices of the United Nations Development Programme: note by the Administrator transmitting the report of the Joint Inspection Unit
DP/1983/68	Evaluation system of the United Nations Development Programme: note by the Administrator transmitting the report of the Joint Inspection Unit
DP/1984/7	Field offices of the United Nations Development Programme: comments of the Secretary-General on the report of the Joint Inspection Unit
DP/1984/9	Report of the Joint Inspection Unit on the evaluation system of the United Nations Development Programme: comments of the Secretary-General
E/1986/8	System-wide medium-term plan for women and development: report of the Secretary-General
E/1986/13	Annual overview report of the Administrative Committee on Co-ordination for 1985/86
E/AC.51/1985/9 and Add.1	Triennial review of the implementation of recommendations made by the Committee for Programme and Co-ordination at its twenty-second session on the mineral resources programme: report of the Secretary-General
E/AC.51/1985/14	Recurrent publications of the United Nations: report of the Secretary-General
E/AC.51/1986/1	Provisional agenda

E/AC.51/1986/2	Timetable for in-depth evaluation: social development; note by the Secretary-General
E/AC.51/1986/3 and Corr.1 and 2	Follow-up to the cross-organizational programme analysis of the activities of the United Nations system in human settlements: report of the Secretary-General
E/AC.51/1986/4	Results of past cross-organizational programme analyses: report of the Secretary-General
E/AC.51/1986/5	Scope and general approach of the cross-organizational programme analysis of the activities of the United Nations system in science and technology for development: report of the Secretary-General
E/AC.51/1986/6	Existing expert bodies within the United Nations: report of the Secretary-General
E/AC.51/1986/7	Cross-organizational programme analysis on economic and social research and policy analysis in the United Nations system: report of the Secretary-General
E/AC.51/1986/8	Public information activities in the United Nations: report of the Secretary-General
E/AC.51/1986/9	In-depth evaluation of the population programme: report of the Secretary-General
E/AC.51/1986/10	Triennial review of the implementation of the recommendations made by the Committee at its twenty-third session on the work of the Department of Public Information: report of the Secretary-General
E/AC.51/1986/11	[symbol not used]
E/AC.51/1986/12	Co-ordination of information systems in the United Nations system: Register of Development Activities: progress report of the Administrative Committee on Co-ordination
E/AC.51/1986/13	Improvement of the work of the Committee under its mandate with, <u>inter alia</u> , a view to its consideration of future programme budgets and medium-term plans: note by the Secretary-General
E/AC.51/1986/14	Agenda and program of work
E/AC.51/1986/15	Adoption of the agenda and organization of work: Programme of work (recommendation by the Bureau)

E/AC.51/1986/CRP.1 and Add.1	Comments of the specialized agencies on the report of the Secretary-General on economic and social research and policy analysis in the United Nations system (E/AC.51/1986/7); note by the Secretariat
Oral	Mailing lists and registers maintained by the United Nations; report of the Secretary-General
E/AC.51/1986/INF.1	List of delegations
E/AC.51/1986/L.1	Report on the state of preparedness of documentation for the session; note by the Secretariat
E/AC.51/1986/L.2 and Corr.1	Programme of work; note by the Secretariat
E/AC.51/1986/L.3	System-wide medium-term plan for women and development; note by the Secretariat
E/AC.51/1986/L.4 and Add.1-21	Draft report
E/AC.51/1986/L.5 and Corr.1	Draft provisional agenda for the twenty-seventh session of the Committee for Programme and Co-ordination; note by the Secretariat

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