

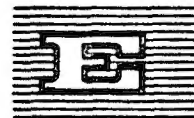
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COMMITTEE FOR PROGRAMME AND CO-ORDINATION
Nineteenth session
7 May-1 June 1979
Agenda item 3. The process of programme
planning in the United Nations

IN-DEPTH STUDY OF THE PLANNING PROCESS

Report of the Secretary-General

Addendum

Annexes*

* Annex IV will be issued separately.

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Annex I

A SURVEY OF CHANGES AND CONTINUITY IN CONSECUTIVE MEDIUM-TERM
PLANS FOR SIX PROGRAMMES AND SUBPROGRAMMES

1. The six medium-term plans narratives for the three periods 1976-1979, 1978-1981 and 1980-1983 which follow demonstrate inter alia changes which have been introduced in the format of presentation. Whereas for the medium-term plan for 1976-1979, the problems addressed, medium-term objectives and medium-term outputs are grouped under separate headings for each programme, the 1978-1981 and 1980-1983 medium-term plans separate them by subprogrammes, presenting the objectives, problems addressed, strategy and outputs and the legislative authority for each subprogramme as an integral whole. As a result of the restructuring exercise, some programmes have been separated into parts to be undertaken by different units within the Organization. An example, not one of the six displayed here, is that whereas the energy subprogramme was part of the Natural Resources programme in the 1976-1979 and 1978-1981 medium-term plans, it was separated into two subprogrammes in the 1980-1983 medium-term plan under the Department of Technical Co-operation for Development and the Department of International Economic and Social Affairs.

2. As each new plan is intended to stand on its own as a complete document, changes made in the medium-term programming of activities can only be deduced by comparing the medium-term plan in question with prior plans. Difficulties encountered in comparing the plans drawn up to date can be attributed partially to the fact that changes in the substance of the planned activities have to be disentangled from the effects of changes in presentation. Thus sometimes, the changes are greater than appear at first sight, but quite often less so, especially when the order of objectives or problems addressed have been changed. These format modifications aside, a close comparison of the plans does show the existence of four main explanations of change in the formulation of objectives and problems addressed:

1. changes arising from changed world circumstances;
2. policy reorientation arising from decisions of intergovernmental organs;
3. a more thorough analysis, resulting in a presentation on a higher analytical level;
4. very little change in the content, or only superficial changes in the presentation of the programme.

3. Those six examples illustrate some of the more important general points which have been made. The programmes or subprogrammes are not more or less precise, detailed, repetitious than many others. Although they are not meant to constitute a completely representative cross section of the medium-term plans submitted, they have been selected in a random fashion and are probably examples of what an

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exhaustive analysis would yield. They illustrate above all two points which are common to most medium-term programmes as now written: they are more a picture of continuity rather than change; and many of the phrases and concepts used are common to many programmes. In particular, the purpose of "assisting governments" is to be found in practically all programme narratives somewhere. Thus the ultimate measure of impact will be whether Governments found the United Nations output useful.

4. Three possible conclusions to be drawn from these examples are as follows:

(a) If the medium-term plan is expected to show clearly changes in programmes, its format will have to be adapted to such a need, including the demonstration of why "change" was appropriate.

(b) If one of the major objectives of any new version of the medium-term plan is to distinguish between those activities which are unlikely to change much, and those which are more appropriately expected to change, a longer time cycle would seem desirable. At least some of the continuity to be observed by a careful reading of most of the attached programmes is due to the fact that they cover relatively short time periods, and major problems are not solved quickly.

(c) If evaluation and the use of indicators and time-limited objectives is to be successfully employed, it might prove very difficult to derive indicators which would be verifiable without a cumbersome verification process involving Governments.

I. Programme: Human settlements

Subprogrammes: /This programme is representative of those programmes which have changed at least the name of their subprogrammes and often the content./ I. National policies/Locational policies:
III. Shelter and services (Slums and squatter settlements)

Objectives	1976-1979	1978-1981	1980-1983
(i) In the field of human settlements, development of national locational and growth strategies aimed at finding the patterns of growth of human settlements with reference to techniques that can facilitate the integration of economic, social and physical planning; to improve and strengthen the related administrative structures.		<u>Subprogramme I title: Locational and growth strategies at the national level</u> To assist Governments in the formulation of integrated national policies and strategies on human settlements taking into account such factors as population growth, economic development and settlements growth and location.	<u>Subprogramme I: Settlement policies and strategies</u> To assist Governments in the formulation and implementation of comprehensive national settlement policies and strategies, taking into account such factors as the means for implementation, objectives, needs and priorities of each country, especially as regards demographic and environmental factors, economic development and the growth and location of settlements.
(ii) To disseminate the results of successful solutions for the improvement of slums and squatter settlements, involving maximum use of local resources.		<u>Subprogramme III title: Improvement of slums, squatter and rural settlements</u> To assist Governments in delineating policies and programmes to improve conditions of low-income families living in urban slums, squatter areas and rural settlements; in building up the institutional mechanisms and the professional and skilled personnel necessary to formulate and implement the said policies and programmes; and in developing means to utilize the resourcefulness and capabilities of low-income families in rural and urban areas to solve their shelter problems.	<u>Subprogramme III: Shelter, infrastructure and services</u> To assist Governments in the development of policies, programmes, financial mechanisms and institutions to accelerate the provision of adequate shelter, infrastructure and services, with particular emphasis on lower-income settlements in urban and rural areas.

I. Programme: Human settlements

Subprogrammes: / This programme is representative of those programmes which have changed at least the name of their subprogrammes and often the content. / I. National policies/Locational policies:

III. Shelter and services (Slums and squatter settlements)

Problems addressed	1976-1979	1978-1981	1980-1983
<p>(i) Interdependence between development strategies, population and settlement growth and location. Use of restrictive reactions to urban growth, rather than positive policies for appropriate urban growth. Conflict between sectors in national planning affecting human settlements, but settlement factors not considered in sectoral planning. Lack of co-ordinated planning at national, regional and local levels.</p> <p>(ii) Slum and squatter settlements through migration and rapid population growth leading to very bad living conditions. "Cosmetic" reactions actually resulting in decrease of housing available to the lowest income group.</p> <p>Unrealistic solutions and standards adopted in developing countries in public housing programmes.</p> <p>Personal ingenuity and vigour of the slum inhabitants not officially harnessed.</p> <p>Main problems: (i) alternatives to slums (b) the improvement of existing slums (c) the relocation of slum inhabitants.</p>	<p><u>Subprogramme I</u></p> <p>(i) The reconciliation of the legitimate claims of urban and rural dwellers for economic development, decent living conditions and the creation of settlement environments to enhance the quality of life for many millions of people.</p> <p>(ii) Rural-urban migration, caused by inadequate living conditions and paucity of productive employment. Urban immigrants cannot be provided with basic facilities, let alone a job.</p> <p>(iii) Lack of planning with respect to urban growth, especially lack of co-ordination between different planning levels.</p> <p>(iv) Tourism is a largely untapped resource; but unless carefully planned and catered for, and incorporated into a broader framework of national planning, may well not contribute to national development and welfare.</p> <p><u>Subprogramme III</u></p> <p>Through previous United Nations efforts Governments have increasingly become aware of the fact that low-income families can contribute to the improvement of conditions in the slums, squatter and rural settlements. Some Governments have been able to utilize this contribution, but many others do not have the necessary experience or knowledge.</p>	<p><u>Subprogramme I</u></p> <p>(i) Lack of continual assessment of human settlements situation; inadequate information for and understanding by policy makers of conditions and trends; lack of appropriate institutions and resources, and between regions within countries. Adverse side-effects of concentration of capital and skills.</p> <p>(ii) Reversal of adverse trends of social and economic nature by means of more appropriate developmental settlements strategies.</p> <p><u>Subprogramme III</u></p> <p>(i) Infrastructure and services (sewage etc.) neglected in newly growing conurbations.</p> <p>(ii) Rural areas, still to be residence of majority of population, receive inadequate share of resources, equipment and technological expertise, to develop own higher standards of housing.</p> <p>(iii) Imported building materials very expensive - development of local resources very important. Lack of research in the area, and of application of what research there is.</p>	

II. Programme: International trade

Subprogramme: Financing related to trade

Objectives	1976-1979	1978-1981	1980-1983
	<p>(i) To encourage the adherence to volume targets for financial transfers to developing countries set for the Second Development Decade and the improvement of the quality of those transfers.</p> <p>(ii) To participate in negotiations relating to the international payments system and financial institutions.</p> <p>(iii) To identify constraints to the effective mobilization of domestic resources of developing countries.</p>	<p>(i) To improve the quality of and encourage adherence to targets for financial transfers to developing countries set for the Second United Nations Development Decade.</p> <p>(ii) To explore the consequences of failure to meet those targets, in particular the susceptibility to economic disruption.</p> <p>(iii) To facilitate the resolution of the debt-servicing problems of developing countries.</p> <p>(iv) To examine and review the role of private capital flow, and the access to capital markets by developing countries.</p>	<p>NB: Subprogramme title has been changed to "External Financing and Development".</p> <p>(i) To alleviate the impact of the external debt of developing countries on their developmental process.</p> <p>(ii) To improve the volume and terms of net financial transfers to developing countries, to secure international agreement on adequate targets for such transfer of resources, and to review the trends in these flows in relation to the targets set.</p> <p>(iii) To improve access of developing countries to private capital for investment financing, and provide them with expanded export opportunities through improvement of access to international financial markets for refinancing export credits.</p> <p>(iv) To help developing countries to achieve greater co-operation in financing and monetary matters.</p> <p>(v) To contribute to the continuing consideration of the reform of the world monetary system, paying particular attention to its role in the development process, including balance-of-payments financing facilities and compensatory financing.</p>

II. Programme: International trade
 Subprogramme: Financing related to trade

Problems addressed	1976-1979	1978-1981	1980-1983
	<p>(i) The volume, terms and conditions of financial resource transfers to developing countries.</p> <p>An insufficient supply of external funds, especially as internationally agreed targets had not been met for both official development assistance and access to private capital markets.</p> <p>(ii) The reform of the international monetary system, especially the access of developing countries to the IMF, and the impact of inflation on world trade.</p> <p>(iii) Mobilization of domestic resources of developing countries: the stimulation of self-reliance of developing countries by both national and international measures.</p>	<p>(i) The failure to implement the internally agreed targets for the transfer of net financial resources.</p> <p>(ii) The decline in assistance, in real terms.</p> <p>(iii) A rapid increase in the debt service owed by developing countries owing to their need to have recourse to private credits without adequate concessional flows.</p> <p>(iv) The difficulty to reconciling the servicing of this debt with maintaining minimal growth.</p> <p>(v) The needs of the developing countries for adequate balance-of-payments financing facilities.</p>	<p>(i) World inflation and recession, leading to a sharp decline in the terms of trade of a number of developing countries.</p> <p>(ii) Decline in real terms of financial assistance.</p> <p>(iii) Increase of current account deficit, and debt service payment, and therefore financing problems, of developing countries.</p> <p>(iv) Making compatible the debt servicing and the achievement of an acceptable minimal growth rate in developing countries.</p> <p>(v) Realization of investments required for continuation of the development process. In this context, the development of an energy basis is particularly important, despite the length of the maturation period.</p> <p>(vi) Greater access for developing countries to capital markets, through national facilities for investment guarantee and establishing a multilateral insurance agency.</p> <p>(vii) The establishment of an agency for the refinancing of export credit facilities for developing countries for the implementation of collective self-reliance.</p> <p>(viii) The international monetary system especially the special needs of the developing countries for adequate balance-of-payments facilities, including compensatory financing.</p>

II. Programme: International trade

Subprogramme: Commodities (NB: In the Commodities Subprogramme, the transitional 1978-1981 medium-term plan of UNCTAD was a reconstruction of the previous one.)

Objectives	1976-1979	1978-1981	1980-1983
	<p>1. Improvement and/or stabilization of prices of exports of developing countries.</p> <p>(a) Adoption of integrated programmes for commodities.</p> <p>(b) Linking of prices of primary products with prices of manufactured products.</p> <p>2. Opening of markets, and expansion of exports of developing countries to developed countries.</p> <p>3. Rationalization of marketing and distribution system for primary commodities.</p> <p>4. Diversification of exports of the developing countries.</p> <p>5. Improving the competitiveness of national products against synthetics and substitutes.</p> <p>6. Protecting land-based mineral exports of developing countries.</p>	<p>1. Improvement and/or stabilization of prices of exports of developing countries.</p> <p>(a) Adoption of integrated programme for commodities.</p> <p>(b) Linking of prices of primary products with prices of manufactured products.</p> <p>2. Opening of markets, and expansion of exports of developing countries to developed countries.</p> <p>3. Rationalization of marketing and distribution system for primary commodities.</p> <p>4. Diversification of exports of the developing countries.</p> <p>5. Improving the competitiveness of national products against synthetics and substitutes.</p> <p>6. Protecting land-based mineral exports of developing countries.</p>	<p>1. Integrated programme for commodities to achieve stable conditions in trade of commodities of interest to developing countries at prices remunerative and fair.</p> <p>2. Ensure stable growth in export earnings of the developing countries through development of international commodity policy, other than those provided under the integrated programme.</p>

II. Programme: International trade

Subprogramme: Commodities

Problems addressed	1976-1979	1978-1981	1980-1983
	<ol style="list-style-type: none">1. Dependency of developing countries on export earnings from primary products.2. Competition from synthetics and substitutes.3. Excessive price fluctuations leading to deterioration of terms of trade of the developing countries.4. Restrictions on access to markets.5. Control of marketing and distribution systems by foreign enterprises.	<ol style="list-style-type: none">1. Dependency of developing countries on export earnings from primary products.2. Competition from synthetics and substitutes.3. Excessive price fluctuations leading to deterioration of terms of trade of the developing countries.4. Restrictions on access to markets.5. Control of marketing and distribution systems by foreign enterprises.	<ol style="list-style-type: none">1. Dependency of developing countries on export earnings from primary products.2. Fluctuations in price, supply and demand lead to uncertainties in export earnings.3. Need for research in areas beyond negotiations of international commodity agreements.4. Instability of commodity prices also adversely affect the developed market economy countries.5. Lack of immediately available funds to finance market stabilization (need for common fund).6. Lack of information on commodity markets in developing countries.7. Undue dependency of the developing countries on markets of developed countries.8. Competition from substitutes (including potential competition from sea-bed resources).9. Restrictions on access to markets.10. Control of marketing and distribution systems by foreign enterprises.

III. Programme: Ocean economics and technology

Objectives	1976-1979	1978-1981	1980-1983
	<ol style="list-style-type: none">1. Analyse the implications, problems and approaches related to sea-bed mineral resources development.2. Promote harmonization of uses of the sea.3. Prepare guidelines to assist Governments in developing their coastal areas (including regional and subregional co-operation in this area).4. Prepare guidelines on the transfer of appropriate marine technology.5. Collect and disseminate related data and information.6. Substantive support in technical co-operation.	<ol style="list-style-type: none">1. Assist Governments in planning integrated coastal development.2. Assist developing countries in the field of marine and coastal technology, including co-operation among developing countries in this field.3. Provide Governments and others with technical and economic information on the uses of marine resources and ocean space.	<ol style="list-style-type: none">1. Provide economic and technical information on uses of marine resources and ocean space to Governments for use in integrating the marine dimensions into their national development planning.2. Provide information that will assist the integration of the sea-bed mineral dimensions into development planning.3. Develop and disseminate techniques and methodologies for an integrated approach to the development and management of their coastal areas.4. Develop information base and guidelines for appropriate marine and coastal technologies, especially for the developing countries, and assist them in the utilization of such technologies.

III. Programme: Ocean economics and technology

Problems
addressed

1976-1979

1978-1981

1980-1983

1. Need sea-bed minerals to complement the increasingly scarce land-based minerals.
2. Increasing need for national management of the uses of marine resources and space, both within the areas under national jurisdictions and beyond these limits. Also the need for this management to be placed within the over-all development planning efforts.
3. Human activities are concentrated along coastal areas. There is the need to conciliate the competing demands made on this area.
4. There is the need to assess the requirements of the developing countries and the means to meet these requirements in marine and coastal technologies.
5. Relevant information do exist, but are scattered, need to be collected and reorganized.

1. Absence of national, regional or subregional mechanisms for reconciling sectoral activities or for determining preferred use of coastal areas.
2. Developing countries lack information on, and contact with, available marine and coastal technologies and alternative suppliers of such technologies. There is also a lack of exchanges between developing countries in this field.
3. Governments lack factual information about existing or potential resources of the oceans. They also need to be informed of trends within sectoral activity areas.

1. Governments lack information on existing or potential uses of the oceans for their national development targets and strategies.
2. Need information on offshore-storage and cargo-transfer techniques and other advances in shipping or port design.
3. Two hundred-mile national resource jurisdiction brings new dimensions to coastal development, including potentially greater management problems at national, subregional, regional and international levels.
4. Need to study potential impact of large-scale production of sea-bed modules.
5. Absence of national mechanisms for reconciling sectoral activities or for determining preferred uses of coastal areas.
6. Developing countries lack information on, and contact with, available marine and coastal technologies and alternative suppliers of such technologies. There is also a lack of exchanges between developing countries in this field.

IV. Programme: Population

Subprogrammes: Demographic analysis. Demographic projections and population and development

Objectives

1976-1979

1978-1981

1980-1983

(i) Evaluate accuracy and completeness of basic demographic data.

(ii) Develop and disseminate internationally comparable estimates and projections of populations.

(iii) Prepare demographic models and study the interrelationships of various demographic projections.

Subprogramme: Population and development (In this period, called Analysis of the interrelationships of population and socio-economic factors)

(i) Develop methodology for study of variables influencing reproductive behaviour.

(ii) Study impact of population trends on the International Development Strategy.

(iii) Study demographic aspects of youth population.

(iv) Study impact of demographic change on the administrative needs of developing countries.

NB: It appears that the former subprogramme Demographic projections has now been expanded into two subprogrammes reflecting different approaches, subprogramme 1 Demographic analysis and Subprogramme 2 Demographic projections. They are treated here, and for 1980-1983, as one.

Subprogrammes 1 and 2: Demographic analysis and Demographic projections

(i) To analyse the world demographic situation and help in understanding the implications of demographic trends and structures.

(ii) To facilitate and encourage the utilization of demographic data by preparing estimates of demographic components, and using these in preparing projections.

Subprogramme 4: Population and development

(i) To analyse the interactions between population and development and assist Governments in incorporating demographic factors in development planning.

Subprogrammes 1 and 2: Demographic analysis and Demographic projections

(i) To analyse specific major population issues in the less developed as well as the more developed countries, to study the causes of demographic change and to predict their consequences.

(ii) To prepare and disseminate to Member States and United Nations bodies internationally comparable, statistically assessed and methodologically standardized estimates and projections of world, regional and national populations and their components. A major portion of this subprogramme is devoted to questions of adjusting incomplete or deficient data for developing countries.

Subprogramme 4: Population and development

(i) To assist Governments in the incorporation of demographic features in development strategies, plans and programmes particularly through the study of the interrelations between population and economic and social factors.

IV. Programme: Population

Subprogrammes: Demographic analysis, Demographic projections and Population and development

Problems addressed	1976-1979	1978-1981	1980-1983
	<p><u>Subprogramme: Demographic projections</u></p> <p>(i) Lack of data bases for demographic analysis. Demographic surveys an increasingly used tool, but still demographic estimates and population projections poor quality as a factual basis for decision-making and policy formulation.</p> <p><u>Subprogramme: Population and development</u></p> <p>(i) Explicit consideration and integration of population factors in the preparation and implementation of development plans.</p> <p>(ii) Provision of guidelines for integrated planning by incorporating demographic variables.</p> <p>(iii) Further elucidation of the reverse impact of economic and social change on demographic variables, particularly fertility, mortality and migration.</p>	<p><u>Subprogrammes 1 and 2: Demographic analysis and demographic projections</u></p> <p>(i) Different types of social and economic problems associated with population structure.</p> <p>(ii) Lack of knowledge of such factors in the design of economic and social policy, which the United Nations is in a unique position to remedy.</p> <p>(iii) Provision of demographic statistics from a better data base, and using techniques specially developed to deal with incomplete data.</p> <p>(iv) Preparing main types of projections, for the 80 per cent of the countries which have not so far done so, and maintaining international compatibility in those projections.</p> <p><u>Subprogramme 4: Population and development</u></p> <p>(i) Unawareness of the impact of demographic factors on social and economic development.</p> <p>(ii) Lack of knowledge of effect of economic and social factors on demographic change. Interrelationships between population and environment not sufficiently known.</p>	<p><u>Subprogrammes 1 and 2:</u></p> <p>(i) Demographic problems related to urbanization, mortality, international migration, internal migration, population structure. All of these factors and changes in their incidence, affect social and economic development.</p> <p>(ii) Demographic estimates and projections are the basis for national population policies, and affect other sectors such as education, health etc. Demographic data are still lacking or defective in many countries; basic indicators have to be estimated from incomplete data by using specially developed techniques. About 25 per cent of countries have so far prepared their own national projections, and even those prepared have many technical problems in respect of their consistency and comparability.</p> <p><u>Subprogramme 4:</u></p> <p>(i) The implications of different patterns of population trends for development, and the impact of social and economic change on demographic trends.</p> <p>(ii) The formulation of population-development models, and integration of demographic factors in development planning.</p> <p>(iii) A study of the interrelationship between population, resources, environment and development.</p>

V. Programme: Science and technology

Objectives	1976-1979	1978-1981	1980-1983
	<ol style="list-style-type: none">1. Promote implementation of the World and Regional Plans of Action for the Application of Science and Technology to Development.2. Engage in activities for the application of science and technology of relevance to programmes concerning the NIEO.3. Encourage the establishment of scientific and technological development information systems and services, the use of management sciences and the application of computer technology.4. Study appropriate technology, waste recycling technology and non-conventional and non-polluting sources of energy.5. Develop methodologies for the integration of science and technology in development planning processes, for macro-evaluations of technologies and systems analysis.6. Support technical co-operation activities in selected fields of science and technology.	<ol style="list-style-type: none">1. Promote progress in the implementation of the World and Regional Plans of Action for the Application of Science and Technology to Development.2. Harmonization of the activities in the United Nations system in the field of science and technology and possible integration within the United Nations system.3. Review trends and new developments in world scientific and technological activities.4. Take part in the establishment of scientific and technological development information systems and services.5. Participate in activities related to appropriate use of management sciences and application of computer science and technology for development.	<ol style="list-style-type: none">1. Enable Governments and intergovernmental organizations to take into account trends and developments in world science and technology activities.2. Provide assistance to Governments and intergovernmental bodies in the implementation of the decisions and recommendations of the UNCSTD.3. Improve the effectiveness of the United Nations system in the field.

V. Programme: Science and technology

Problems addressed	1976-1979	1978-1981	1980-1983
	<p>1. Central core issue is the widening technological gap between developed and developing countries that must be bridged.</p> <p>(i) Need to apply science and technology to national economic and social development planning processes; need to develop policies on the appropriate application of science and technology including those for indigenous science and technology activities and transfer of appropriate science and technology.</p> <p>(ii) Micro-studies and research in specific problem areas.</p> <p>2. Mobilize the international scientific and technological community for the solution of problems such as: effective use of natural resources, seek out non-conventional energy sources, environment, arid areas, etc. The existing patent laws, restrictive practices, national sovereignty and other impediments in effect hinder the transfer of science and technology.</p> <p>3. United Nations lacks a comprehensive science policy. On interdisciplinary issues, the United Nations system has been bypassed in favour of other organizations. United Nations scope has not encompassed new development in the field.</p>	<p>1. Many developing countries lack indigenous science and technology capacity.</p> <p>2. Activities in the field are undertaken by various organs in the United Nations system in accordance with decisions taken by their respective legislative organs. These activities are not currently surveyed and thus it is not possible to keep track of, and evaluate these activities or to make them more consistent.</p> <p>3. There is a need to review the scientific and technological advances in accordance with the needs of the poor countries.</p>	<p>1. Increasingly larger areas of scientific and technological advances are likely to remain underutilized and often without adequate understanding of their consequences that could create new obstacles to the development effort.</p> <p>2. Programme of action of the UNCSTD needs to be implemented in full.</p> <p>3. Various organs and regional commissions in the United Nations system are undertaking programmes in the science and technology field in accordance with the decisions of their legislative bodies. There is the need to systematically keep abreast of these activities for better co-operation, to keep the Member States informed and to identify gaps that might exist.</p>

Annex II

1. Calendar of meetings of subsidiary and decentralized organs which could be involved in the formulation phase of the medium-term plan.
2. Ideal calendars involving decentralized programme reviewing organs in the formulation and review process of the medium-term plan starting in the year 1984.
 - (A) Formulation and review period extending over 32 to 34 months.
 - (B) Formulation and review period extending over 22 to 24 months.

1. CALENDAR OF MEETINGS
Subsidiary and decentralized organs

Organ	Periodicity	Year	Month	Observations
1. <u>Committees and commissions reporting to or through the Economic and Social Council which could be involved in the formulation phase of programme planning</u>				
Development planning	Annual		March-April	The Economic and Social Council will consider in 1979 the restructuring of its subsidiary bodies.
Statistics	Biennial	Even	October	
Population	Biennial	Odd	January	
Natural resources	Biennial	Odd	May-June	
Science and technology	Biennial	Even	February	
Human settlements	Annual		March-April	
Social development	Biennial	Odd	February	
Status of women	Biennial	Even	January-February	
Transnational corporations	Annual		May	
2. <u>UNCTAD</u>				
Trade and Development Board	Annual		September	Specially created to review programmes and budgets
Working Group of the Board	Annual		March	
<u>UNCTAD technical committees</u>				
ECDC	(Twice		(
Transfer of technology	(between		(
Manufactures	(conference		(variable	
Commodities	(session		(
3. <u>UNIDO</u>				
Industrial Development Board	Annual		May	
Permanent Committee of IDB	Twice a year		April-November	
4. <u>UNEP</u>				
Governing Council	Annual		April-May	
5. <u>Regional commissions</u>				
(a) <u>ECA</u>				
Conference of Ministers	Biennial	Odd	February-March	Annual periodicity is envisaged for the Conference of Ministers.
Executive Committee	Twice a year		June October-November	Executive Committee might as a consequence be abolished

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Organ	Periodicity	Year	Month	Observations
<u>Technical subsidiary organs</u>				
Industry	Biennial	Odd	November	
Social development			Variable	
Women and development	Every three years	79-83-86	Variable	
Statistics	Biennial	Even	October	
Human settlements	Annual		Variable	
Transport	Biennial	Odd		Not yet started
Development planning	Biennial		Variable	
Population	Biennial		Variable	
Trade	<u>Ad hoc</u>			Biennial periodicity envisaged
Science and technology	<u>Ad hoc</u>			
(b) <u>ECE</u>				
<u>Commission</u>	Annual		April	
ECE has 17 main subsidiary organs. All meet annually - Meetings are scheduled from January to November				
(c) <u>ECLA</u>				
<u>Commission</u>	Biennial	Odd	May	
Committee on Central American Co-operation	<u>Ad hoc</u>			(Mainly concerned with interagency co-ordination within the subregion)
Caribbean Development and Co-ordination Committee	Biennial	Odd	Variable	
Committee of High Level Government Experts	<u>Ad hoc</u>			
(d) <u>ECWA</u>				
<u>Commission</u>	Annual		April	
The Commission is currently considering the establishment of subsidiary bodies.				
(e) <u>ESCAP</u>				
<u>Commission</u>	Annual		March-April	
<u>Technical subsidiary organs</u>				
Industry Technology Habitat	Annual		(Seven committee meetings take place each year	Programme narratives submitted for inclusion in the medium-term plan
Natural resources	Annual		(
Transport	Annual		(
Trade	Annual		(
Statistics	Biennial)	(Dates vary	Are reviewed by the nearest meeting of the technical committee concerned
Agriculture	Biennial)	(according to	
Development planning	Biennial)	(availability	
Population	Every three years)Vari	(of Conference	
)able	(services	
)	(
Social development	Every three years)	(
)	(
)	(

FORMULATION AND REVIEW OF THE MEDIUM - TERM PLAN STARTING IN 1984

IDEAL CALENDAR FOR LONGER PREPARATION CYCLE INVOLVING DECENTRALIZED PROGRAMME REVIEWING ORGANS IN THE PLANNING PROCESS

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 English
 Annex II
 Page 1

	1980												1981												1982											
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
	UNCTAD	Preliminary draft Secretariat + Subsidiary organs																																		
UNIDO																																				
UNEP	Preliminary draft																																			
REGIONAL COMMISSIONS																																				
SUBSIDIARY ORGANS	P D																																			
COMMITTEE FOR DEVELOPMENT PLAN.																																				
STATISTICAL COMMISSION	P D																																			
POPULATION COMMISSION																																				
COMMITTEE ON NAT. RESOURCES	P D																																			
COMMITTEE ON SCIENCE AND TECHN.	P D																																			
HABITAT	P D	P D																																		
SOCIAL DEVELOPMENT COMMISSION	P D																																			
COMMISSION ON TRANSNAT. CORP.	P D																																			
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FORMULATION AND REVIEW OF THE MEDIUM-TERM PLAN STARTING IN 1994
 IDEAL CALENDAR FOR SHORTER PREPARATION CYCLE INVOLVING DECENTRALIZED PLANNING PROCESS

	1991												1992											
	J	F	M	A	M	J	J	A	S	O	R	D	J	F	M	A	M	J	J	A	S	O	N	D
UNCTAD UNIDO UNEP																								
REGIONAL CONSULTATIONS																								
PRELIMINARY DRAFT																								
REGIONAL COMMISSIONS																								
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SUBSIDIARY DRAFT																								
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POPULATION COMMISSION																								
COMMITTEE ON NAT. RESOURCES																								
COMMITTEE ON SCIENCE AND TECHN.																								
WORLD BANK																								
SOCIAL DEVELOPMENT COMMISSION																								
COMMISSION ON TRANSFER. CORP.																								
SECRETARIAT																								
INTERNATIONAL CO-ORDINATION																								
COMMITTEE FOR DEVELOPMENT																								
SECRETARIAT																								
REGIONAL COMMISSIONS																								
UNCTAD (DEB)																								
UNEP (ENV. COUNCIL)																								
WFP (DE)																								
WORLD BANK																								
SECRETARIAT																								
FINAL CO-ORDINATION																								
COMMITTEE FOR DEVELOPMENT																								
SECRETARIAT																								
WORLD BANK																								
STATISTICAL COMMISSION																								
GENERAL ASSEMBLY																								

COMMENTS ON THE ALTERNATIVE CALENDARS FOR FORMULATION
AND REVIEW OF THE MEDIUM-TERM PLAN

A. Longer preparation cycle

A preparation cycle which would involve the three levels of intergovernmental organs referred to in Chapter V (c) of the report would have to consist of all the following stages:

1. The substantive units at the programme level prepare a preliminary draft, on the guidelines laid down by the Director-General for International Economic Co-operation, where appropriate.

2. That preliminary draft is examined by the competent functional subsidiary organs; 1/ their views and comments are summed up in papers destined for the regional, sectoral and central programme reviewing organs.

3. The preliminary drafts are reviewed at Headquarters for the purpose of co-ordination at the major programme level through exchanges with and between sectoral and regional secretariats.

4. The initial comprehensive draft thus produced is submitted to the functionally and regionally decentralized programme reviewing organs and to CPC, together with the views of the functional subsidiary organs.

5. Taking into account when appropriate the views and comments expressed by the various bodies consulted and again, in consultation with the Secretariat units concerned, the final text of the draft is drawn up, and it is transmitted to the agencies of the United Nations system under the prior consultation procedure.

6. The calendar for the review of the draft plan by the central organs proceeds as in the case of the three most recent plans.

Clearly, this is a long process. A calculation of the lead-time normally requested for translation, reproduction and distribution, for the various bodies to prepare adequately for the meetings at which they are to consider the documents, and the various consultative processes, on present scheduling standards would take almost three years.

Chart A shows schematically how the various phases of the preparation process could be scheduled under the assumption that this process would extend over approximately two years, most of the third year being devoted, as has been the case for the last three medium-term plans, to the central review process.

Under this assumption, there is no need to reschedule the sessions of the main organs considering the draft plan in the course of the formulation process.

1/ See part I of this annex.

The Economic and Social Council, the Trade and Development Board, the Industrial Development Board, the Governing Council of the Environment Programme, the regional commissions and the Committee for Programme and Co-ordination could review the preliminary draft during the second year of the formulation process, and their views could be submitted to the Economic and Social Council and the General Assembly together with the final draft medium-term plan.

Arrangements to be made for the technical committees of sectoral and regional bodies and the functional commissions of the Economic and Social Council to react to the preliminary draft would probably be left to these organs and their respective secretariats.

On the whole, it seems that all those listed in Annex II 1., with a few exceptions, 2/ would not need to alter their calendar of meetings.

B. Shorter preparation cycle

Chart B assumes that the whole formulation process is compressed within a period of approximately 13 months. In order for both the technical and functional committees and the sectoral and regional organs to be able to comment in due course on the formulation of the draft medium-term plan, the following rescheduling of meetings would be required:

(a) The subsidiary bodies of UNCTAD, UNIDO, UNEP and the regional commissions would need to meet during the first quarter of 1981;

(b) The same goes for the functional commissions of the Economic and Social Council - five of them (out of a total of eight) would have to reschedule;

(c) The Trade and Development Board, the Industrial Development Board, the Governing Council of UNEP, the regional commissions would have to meet towards the end of the third quarter of 1981; alternatively, they could designate a technical body emanating from them to act on their behalf in this respect; 3/

(d) CPC would have to meet early in the fourth quarter of 1981.

Such a calendar of meetings involves a number of departures from the current calendar of conferences and meetings at Headquarters, Geneva, Vienna and at the regional commissions headquarters. Some of the new dates might conflict with other requirements. The clustering of numerous meetings during the first quarter of 1981 might raise problems of physical capabilities of conference services and availability of experts or Member States representatives.

2/ Among the Economic and Social Council functional commissions, the Population Commission, the Committee on Natural Resources and the Social Development Commission would have to meet in even years. A few changes would also be needed for subsidiary organs of ECA and ESCAP.

3/ The Trade and Development Board instituted a Working Group in charge of reviewing programmes and budgets.

Annex III

ACC PRINCIPLES ON MEDIUM-TERM PLANNING

Excerpt from the report of the sixty-seventh session
of ACC (E/1978/43/Add.2)

30. In its annual report for 1976-1977, ACC put forward a series of principles for medium-term plans and several recommendations on the formulation of objectives in the plans. 16/ It has now re-examined these principles and recommendations and would restate them, as follows:

(a) Principles for medium-term plans

- (i) The medium-term plans of the organizations should cover a six-year period and, in the interests of interorganizational co-ordination and co-operation, the periods covered should as far as possible be synchronized;
- (ii) The medium-term plans should be on a fixed-horizon basis rather than a rolling basis, and they should be periodically updated;
- (iii) The medium-term plans should be oriented towards the major problems and issues with which the organizations are likely to be confronted and towards approaches and strategies for dealing with them;
- (iv) The medium-term plans need not give information on activities at the programme element level;
- (v) The medium-term plans should contain:
 - a. descriptions of problems, their situation and their evolution both in past years and as expected in future over a long-term period;
 - b. programme policies and criteria derived from a;
 - c. statements of objectives and, for each of these objectives, (1) targets, the achievement of which can be verified, if possible; (2) approaches or strategies for reaching the targets and realizing the objectives; and (3) types of activities related to the objectives with an indication of location and, if possible, timing;
 - d. indications showing shifts in emphasis, where possible. 17/

16/ See E/5973, paras. 39-40.

17/ Some organizations attempt to give resource indications in general terms; others find it difficult to do so.

- (vi) The medium-term plans should identify areas where interorganizational consultations have taken place at the global, regional or country level in the planning process, where interorganizational co-operation would be required to implement the plans, or where joint planning and implementation of activities are involved;
- (b) Objectives in medium-term plans
 - (i) Objectives should be expressed in terms of a situation to be achieved or maintained and should be outward-looking, i.e., directed towards an external impact;
 - (ii) They should be framed in such a way that progress in attaining them can be verified, without unduly costly data collection. The indicators to be used in verifying progress and the target groups to be reached should be identified;
 - (iii) The assumed links between successive levels of objectives and the related programme activities should be made explicit;
 - (iv) Policy-making organs should not only review and approve medium-term objectives but should also participate in the verification of progress in attaining them;
 - (v) Means of action to be used should not be included in statements of objectives.

Subject to further steps that may be required under General Assembly resolution 32/197, ACC believes that implementation of these principles and recommendations should be pursued, while recognizing that considerable difficulties may be involved: this is the case in particular as regards the framing of outward-looking objectives in such a way that progress in attaining them can be verified since, inter alia, activities of the United Nations system generally represent only one contribution to the achievement of national development objectives.

31. Beyond this, difficulties arise in harmonizing the presentation of medium-term plans which are frequently similar to, but even greater than the obstacles mentioned above in relation to the harmonization of programme budget presentation. The constitutional or legislative provisions of the organizations, the nature of their activities and the organizational structures which result, the needs and preferences of their governing bodies, and to some extent also their general thinking and experience in the programme-planning field, are different. The conceptual basis of programme budgeting is moreover much better established than that of medium-term planning. Medium-term plans are relatively new and are still in an experimental phase in the United Nations system. Both the secretariats of the organizations and the governing bodies themselves have explored various avenues and are still testing possible approaches.

32. The ACC believes that it may be difficult to seek to harmonize the medium-term plans except in general terms. Subject to action by the governing bodies, it has agreed that compatible cycles should be adopted with effect from 1984. It has also decided that regular exchanges of information on the problems of medium-term planning will be carried out, as mentioned in paragraph 12 above.

33. The ACC believes in addition that as coherent groups of objectives are agreed for international co-operation in particular areas (for example, in a new international development strategy) it should become possible to embody them in compatible form in medium-term plans. This process should be facilitated by the continuing efforts of intergovernmental organs to develop such objectives.

34. In view of the difficulties discussed above, ACC has considered whether the objectives sought by the Council from the harmonization of medium-term plans might be met by other means. Its suggestions on this subject are contained in the final section of the present statement.
