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PROGRAMME PLANNING

Report of the Fifth Committee

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I. INTRODUCTION

1. At its 4th plenary meeting, on 24 September 1982, the General Assembly decided to include in its agenda the item entitled:

"Programme planning:

- "(a) Report of the Committee for Programme and Co-ordination;
- "(b) Medium-term plan for the period 1984-1989;
- "(c) Reports of the Secretary-General."

and to allocate it to the Fifth Committee. It also decided that each chapter of the proposed medium-term plan for the period 1984-1989 should be submitted to the appropriate Main Committee of the General Assembly before the plan was adopted by the Assembly in plenary meeting.

2. For the consideration of this item, the Fifth Committee had before it the following documents:

- (a) Report of the Committee for Programme and Co-ordination; 1/
- (b) Medium-term plan for the period 1984-1989; 2/
- (c) Report of the Economic and Social Council on its Second Regular Session in 1982; <u>3</u>/
- (d) Economic and Social Council decisions 1982/173 (E/1982/173 (E/1982/INF/12));
- (e) Reports of the Secretary-General: Programme performance of the United Nations for the biennium 1980-1981 (A/37/154 and Corr.1 and 2);

Draft regulations governing programme planning (A/37/206);

Draft rules governing programme planning (A/37/206/Add.1 and Corr.1);

Procedures for the proposed programme budget review (A/37/207);

Review of the Financial Rules and Regulations (A/C.5/37/25);

(f) Report on the activities of the Advisory Committee on Administrative and Budgetary Questions; 4/

Report of the Advisory Committee on Administrative and Budgetary Questions on the draft regulations and rules governing programme planning, the programme aspects of the budget, performance monitoring and evaluation procedures; review of the financial rules and regulations in the light of the restructuring of the economic and social sectors of the United Nations (A/37/650);

- (g) JIU report on the elaboration of regulations for the planning programming and evaluation cycle of the United Nations (A/37/460);
- (h) Note by the Chairman (A/C.5/37/3).

1/ Official Records of the General Assembly, Thirty-seventh Session, Supplement No. 38 (A/37/38).

2/ A/37/6 and Corr.1-3. To be issued in Official Records of the General Assembly, Thirty-seventh Session, Supplement No. 6 (A/37/6).

3/ Official Records of the Economic and Social Council, 1982, Supplement No. 3 (A/37/3 (Part II), chap. VI, sect. C).

4/ Official Records of the General Assembly, Thirty-seventh Session, Supplement No. 7 (A/37/7).

3. The Committee considered this item at its 37th, 38th, 41st, 42nd, 44th, 45th, 48th, 51st, 56th, 71st, 72nd and 73rd meetings, on 17, 18, 22, 23, 24, 26 and 30 November and 1, 4, 15 and 16 December. Comments and observations made in the course of the Committee's consideration of the item are reflected in the relevant summary records (A/C.5/37/SR.37, 38, 41, 42, 44, 45, 48, 51, 56, 71, 72 and 73).

II. CONSIDERATION OF DRAFT RESOLUTION A/C.5/37/L.49

4. At the 71st meeting, on 15 December, the representative of the United Republic of Cameroon introduced a draft resolution (A/C.5/37/L.49) sponsored by Egypt, Finland, Ghana, India, Japan, Mauritania, Mexico, Morocco, Mozambique, the Netherlands, Norway, Sweden and the United Republic of Cameroon.

5. At its 72nd meeting, on 15 December, the representative of the United Republic of Cameroon orally revised draft resolution A/C.5/37/L.49 as follows:

- (a) <u>Sixth preambular paragraph</u>, second line, insert after "thirty-sixth session" the words "and at the thirty-seventh session".
- (b) <u>Section I</u>, operative paragraph 1, fifth line, delete "programme 5 of chapter 16 and", and sixth line, add "s" to "require".
- (c) <u>Section I</u>, operative paragraph 4, third line, add after "observations made by" the words "the Economic and Social Council and"
- (d) <u>Section II</u>, operative paragraph 3, second line, add after "Regulations" the words "and the Committee for Programme and Co-ordination's recommendations at its twenty-second session".

6. At the same meeting, the Committee adopted draft resolution A/C.5/37/L.49, as orally amended, by consensus (see para. 9).

7. The representatives of Argentina, Brazil, Canada, Denmark, Germany, Federal Republic of, Indonesia, Iraq, New Zealand, Pakistan, Panama, Spain, United Kingdom, Union of Soviet Socialist Republics, and the United States of America spoke in explanation of the vote after the vote.

8. At the 73rd meeting, on 16 December, the Under-Secretary-General of Administration, Finance and Management made a statement.

III. RECOMMENDATION OF THE FIFTH COMMITTEE

9. The Fifth Committee recommends to the General Assembly the adoption of the following draft resolution:

Programme planning

The General Assembly,

<u>Recalling</u> its resolution 3043 (XXVII) of 19 December 1972, in which it approved the new form of presentation of the United Nations Programme Budget,

Recalling also its resolutions 3199 (XXVIII) of 18 December 1973, 31/93 of 14 December 1976, 32/197 of 20 December 1977, 32/206 of 21 December 1977, 33/118 of 19 December 1978, 34/224 of 20 December 1979, 35/9 of 3 November 1980 and 36/228 of 18 December 1981, in which it elaborated further on the establishment of an integrated programme planning, budgeting, monitoring and evaluation system in the United Nations,

<u>Having considered</u> the report of the Committee for Programme and Co-ordination on the work of its twenty-second session, 5/ the report of the Economic and Social Council on its second regular session of 1982, 6/ and the report of the Advisory Committee on Administrative and Budgetary Questions on the Financial Rules and Regulations 7/ and on the draft medium-term plan, 8/

<u>Having also considered</u> the draft medium-term plan for the period 1984-1989, <u>9</u>/ the reports of the Secretary-General on the draft Regulations governing programme planning, the programme aspects of the budget, the monitoring of implementation and the methods of evaluation, <u>10</u>/ on the review of the Financial Rules and Regulations, <u>11</u>/ on the procedures for the proposed programme budget review, <u>12</u>/ on the programme performance of the United Nations for the biennium 1980-1981, <u>13</u>/

5/ Official Records of the General Assembly, Thirty-seventh Session, Supplement No. 38 (A/37/38).

6/ A/37/3, part II, chap. 6.

<u>7/</u> A/37/650.

- 8/ A/37/7, sect. F.
- <u>9/</u> A/37/6.

10/ A/37/206 and Add.1 and A/37/206/Add.1/Corr.1.

<u>11</u>/ A/C.5/37/25.

<u>12</u>/ A/37/207.

13/ A/37/154 and Corr.1 and 2.

and on the updating of the special review, 14/ and the report of the Joint Inspection Unit on the elaboration of the planning regulations, 15/

<u>Having further considered</u> the note by the Chairman of the Fifth Committee reporting on the review of the medium-term plan for the period 1984-1989 by the Main Committees of the General Assembly, 16/

<u>Recalling</u> the intentions expressed by the Secretary-General at the resumed session of the thirty-sixth session and at the thirty-seventh session of the General Assembly to improve the effectiveness of the programme planning, budgeting, monitoring and evaluation system,

<u>Bearing in mind</u> the observations contained in the report of the Committee of Governmental Experts to Evaluate the Present Structure of the Secretariat in the Administrative, Finance and Personnel Areas, 17/ on the need to integrate the whole system of programme planning, budgeting, monitoring and reporting, taking into account modalities existing in other organizations of the United Nations system,

Noting the establishment of the Programme Planning and Budgeting Board and of the Central Monitoring Unit,

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Medium-term plan

1. Adopts the medium-term plan for the period 1984-1989 <u>18</u>/ as revised by the recommendations of the Committee for Programme and Co-ordination at its twenty-second session and the Economic and Social Council at its second regular session of 1982, taking into account the views of the Main Committees of the General Assembly, except subprogramme 5 of programme 1 of chapter 21, which requires further revision and approval;

2. <u>Considers</u> the medium-term plan, as adopted, to be the principal policy directive of the United Nations;

3. <u>Requests</u> the Secretary-General to issue the medium-term plan for the period 1984-1989, as adopted, as a single-volume printed document;

14/ A/C.5/37/51.

15/ A/37/460.

16/ A/C.5/37/53.

<u>17</u>/ <u>Official Records of the General Assembly, Thirty-seventh Session,</u> <u>Supplement No. 44</u> (A/37/44).

<u>18</u>/ A/37/6 and Corr.1-3.

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4. <u>Further requests</u> the Secretary-General to make the necessary methodological improvements to the medium-term plan for the period 1984-1989 in the context of its first revision and in the light of the observations made by the Economic and Social Council and the Committee for Programme and Co-ordination at its twenty-second session, as well as the views expressed during the thirty-seventh session of the General Assembly;

II

Programme planning, the programme aspects of the budget, the monitoring of implementation and the methods of evaluation

1. <u>Adopts</u> the Regulations recommended by the Committee for Programme and Co-ordination in its report on its twenty-second session, <u>19</u>/ as revised and set out in the annex attached to the present resolution, and the related changes to the Financial Regulations, as amended by the Committee for Programme and Co-ordination;

2. <u>Notes</u> that the draft set of Rules submitted by the Secretary-General does not conform fully with the Regulations in all their stipulations; <u>20</u>/

3. <u>Requests</u> the Secretary-General to issue Rules in implementation of and in conformity with these Regulations and the Committee for Programme and Co-ordination recommendations at its twenty-second session, taking into consideration comments made in the Fifth Committee during its review of the draft Regulations, and to submit these Rules to the Committee for Programme and Co-ordination at its twenty-third session and to the General Assembly at its thirty-eighth session;

4. <u>Confirms</u> the understanding of the Secretary-General <u>21</u>/ that, when appropriating resources for the implementation of the programme budget, the General Assembly also decides that the programme elements and output citations in the proposed programme budget, as revised by the Assembly, shall constitute the commitments against which programme performance is to be reported and assessed;

5. <u>Notes</u> the intention of the Secretary-General <u>22</u>/ to issue revisions to the Financial Rules and to submit such revised Rules to the General Assembly through the Advisory Committee on Administrative and Budgetary Questions;

6. <u>Requests</u> the Secretary-General to take further steps to improve the effectiveness of programme monitoring, in accordance with section I, paragraph 2 (b) of General Assembly resolution 36/228 A;

<u>19</u>/ <u>Official Records of the General Assembly, Thirty-seventh Session,</u> <u>Supplement No. 38</u> (A/37/38), chap. II, sect. D.

<u>20</u>/ A/37/206/Add.l.

- <u>21</u>/ A/C.5/37/25, para. 9.
- 22/ Ibid., paras. 11 and 12.

7. <u>Requests</u> the Secretary-General:

(a) To report to the Committee for Programme and Co-ordination at its twenty-third session on methods and procedures which will be used to provide the General Assembly with programme implications, together with financial and administrative implications of draft resolutions being considered by the General Assembly;

(b) To take the necessary measures to provide the General Assembly at its thirty-eighth session with programme implications of draft resolutions being considered by the Assembly;

8. <u>Requests</u> the Secretary-General to submit, through the Committee for Programme and Co-ordination at its twenty-third session, to the General Assembly at its thirty-eighth session an evaluation programme and a timetable for intergovernmental review of evaluation studies, together with the proposed programme budget for 1984-1985;

9. <u>Requests</u> the Secretary-General to report to the General Assembly at its thirty-eighth session, through the Committee for Programme and Co-ordination at its twenty-third session and through the Advisory Committee on Administrative and Budgetary Questions, on the measures which he has considered appropriate to take, bearing in mind the views expressed on the matter by delegations, to further integrate the programme planning, budgeting, monitoring and evaluation functions in the Secretariat of the United Nations.

III

Other conclusions and recommendations of the Committee for Programme and Co-ordination

1. <u>Notes with satisfaction and endorses</u> the other conclusions and recommendations of the Committee for Programme and Co-ordination at its twenty-second session; <u>23</u>/

2. <u>Requests</u> the Secretary-General to comment on those recommendations of the Joint Inspection Unit on the regulations for planning, programming and evaluation in the United Nations which have not yet been reflected in the Regulations for consideration by the Committee for Programme and Co-ordination at its twenty-third session;

3. <u>Requests</u> the Committee for Programme and Co-ordination at its twenty-third session to report to the General Assembly at its thirty-eighth session on the need to amend the programme planning Regulations and Financial Regulations in the light of the recommendations of the Joint Inspection Unit and the comments thereon by the Secretary-General, as well as in light of the discussion on this subject in the Fifth Committee at the thirty-seventh session.

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^{23/} Official Records of the General Assembly, Thirty-seventh Session, Supplement No. 38 (A/37/38), chap. VIII.

ANNEX

Regulations governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation

PREAMBLE

1. The planning, programming, budgeting, monitoring and evaluation cycle established in the United Nations by decisions of the General Assembly aims at the following:

(a) To subject all programmes of the Organization to periodic and thorough reviews;

(b) To afford an opportunity for reflection before choices among the various types of action possible are made in the light of all existing conditions;

(c) To associate in that reflection all participants in the Organization's actions, especially Member States and the Secretariat;

(d) To assess what is feasible and derive from this assessment objectives which are both feasible and politically acceptable to Member States as a whole;

(e) To translate those objectives into programmes and work plans where the responsibilities and tasks of those who are to implement are specified;

(f) To indicate to Member States the resources needed to design and implement activities and to ensure that those resources are utilized according to legislative intent and in the most effective and economic manner;

(g) To provide a framework for setting priorities among activities;

(h) To establish an independent and effective system for monitoring implementation and verifying the effectiveness of the work actually done;

(i) To periodically evaluate the results achieved, with a view either to confirming the validity of the orientations chosen or to reshaping the programmes towards different orientations.

2. In pursuance of the above aims, the following instruments are to be utilized in the Organization:

(a) The introduction to the medium-term plan and the medium-term plan itself, whereby orientations are given to the Organization's activities;

(b) The programme budget and the programme performance report, where the Secretariat is committed to precise work plans involving delivery of output and where implementation thereof is monitored and reported;

(c) The evaluation system, which allows for continuing critical review of achievements, collective thinking thereon and formulation of subsequent plans.

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Article I

APPLICABILITY

<u>Regulation 1.1</u>. These regulations shall govern the planning, programming, monitoring and evaluation of all activities undertaken by the United Nations, irrespective of their source of financing.

Article II

INSTRUMENTS OF INTEGRATED MANAGEMENT

<u>Regulation 2.1.</u> Activities undertaken by the United Nations shall be submitted to an integrated management process reflected in the following instruments:

- (a) Medium-term plans;
- (b) Programme budgets;
- (c) Reports on programme performance;
- (d) Evaluation reports.

Each of these instruments corresponds to one phase in a programme planning cycle and, consequently, shall serve as a framework for the subsequent phases.

<u>Regulation 2.2</u>. The planning, programming, budgeting and evaluation cycle shall form an integral part of the general policy-making and management process of the Organization. The above instruments shall be used to ensure that activities are co-ordinated and that available resources are utilized according to legislative intent and in the most effective and economic manner.

Article III

MEDIUM-TERM PLAN

Regulation 3.1. A medium-term plan shall be proposed by the Secretary-General.

<u>Regulation 3.2</u>. The medium-term plan shall be a translation of legislative mandates into programmes. Its objectives and strategies shall be derived from the policy orientations and goals set by the intergovernmental organs. It shall reflect Member States' priorities as set out in legislation adopted by functional and regional intergovernmental bodies within their spheres of competence and by the General Assembly, on advice from the Committee for Programme and Co-ordination. In this context, subsidiary intergovernmental and expert bodies should, accordingly, refrain from making recommendations on the relative priorities of the major programmes as outlined in the medium-term plan and should instead propose, through the Committee, the relative priorities to be accorded to the various subprogrammes

within their respective fields of competence. The medium-term plan shall clearly identify new activities.

<u>Regulation 3.3</u>. After adoption by the General Assembly, the medium-term plan shall constitute the principal policy directive of the United Nations which:

(a) States the medium-term objectives to be attained in the plan period;

(b) Describes the strategy to be followed to that effect and the means of action to be used;

(c) Gives an indicative estimate of the necessary resources.

<u>Regulation 3.4</u>. The medium-term plan shall serve as a framework for the formulation of the biennial programme budgets within the period covered by the plan.

<u>Regulation 3.5</u>. The plan shall cover all activities, substantive and servicing, including those to be financed partially or fully from extrabudgetary resources.

<u>Regulation 3.6</u>. The plan shall be presented by programme and objective and not by organizational unit. It shall emphasize the description of objectives and strategies; the presentation and format of the analysis provided therein shall vary according to the type and nature of activities; to this end a distinction shall be made between substantive and servicing activities; objectives shall be time-limited as far as possible, and the plan shall be objective-based in all programmes where that is feasible. The medium-term plan shall identify:

(a) Major programmes, consisting of all activities conducted in a sector;

(b) Programmes, consisting within a major programme, of all activities in a sector which are under the responsibility of a distinct organizational unit, normally at the division level;

(c) Subprogrammes, consisting, within a programme, of all activities that are directed at the accomplishment of one medium-term objective or several closely related objectives.

<u>Regulation 3.7</u>. The plan shall be preceded by an introduction, which will constitute a key integral element in the planning process and shall:

 (a) Highlight, in a co-ordinated manner, the policy orientations of the United Nations system;

(b) Indicate the medium-term objectives and strategy and trends deduced from mandates which reflect priorities set by intergovernmental organizations;

(c) Contain the Secretary-General's proposals on priorities.

<u>Regulation 3.8</u>. In order to facilitate the planning process, the Secretary-General shall request the executive heads of the voluntary funds to indicate the likely

future volume of extrabudgetary funds sufficiently in advance for this information to be taken into consideration in the preparation of the medium-term plan.

<u>Regulation 3.9</u>. The medium-term plan shall cover a six-year period and be submitted to the session of the General Assembly one year before the submission of the proposed programme budget covering the first biennium of the plan period.

<u>Regulation 3.10</u>. Sectoral, functional and regional programme-formulating organs shall refrain from undertaking new activities not programmed in the medium-term plan, unless a pressing need of an unforseeable nature arises, as determined by the General Assembly.

<u>Regulation 3.11</u>. The medium-term plan shall be revised as necessary every two years to incorporate required programme changes; revisions to the plan shall be considered by the General Assembly one year before the submission of the programme budget providing for implementation of the changes. The proposed revisions shall be as detailed as required to incorporate the programme implications of the resolutions and decisions adopted by the intergovernmental organs or international conferences since the adoption of the plan.

<u>Regulation 3.12</u>. The chapters of the proposed medium-term plan shall be reviewed by the relevant sectoral, functional and regional intergovernmental bodies during, if possible, the regular cycle of their meetings prior to their review by the Committee for Programme and Co-ordination, the Economic and Social Council and the General Assembly. The Committee for Programme and Co-ordination and the Advisory Committee on Administrative and Budgetary Questions shall consider the medium-term plan in accordance with their terms of reference.

<u>Regulation 3.13</u>. The participation of sectoral, functional and regional organs in the formulation of the plan shall be achieved by means of an appropriate preparation period. To that end, the Secretary-General shall provide proposals for the co-ordination of their calendars of meetings.

The activities in the medium-term plan shall be co-ordinated with the concerned specialized agencies through prior consultations.

<u>Regulation 3.14</u>. The General Assembly shall consider the proposed medium-term plan in the light of the comments and recommendations of the Economic and Social Council, the Committee for Programme and Co-ordination and the Advisory Committee on Administrative and Budgetary Questions. The Assembly shall decide to accept, curtail, reformulate or reject each of the subprogrammes proposed in the plan.

<u>Regulation 3.15</u>. The establishment of priorities among both substantive programmes and common services shall form an integral part of the general planning and management process without prejudice to arrangements and procedures now in force or to the specific character of servicing activities. Such priorities shall be based on the importance of the objective to Member States, the Organization's capacity to achieve it and the real effectiveness and usefulness of the results.

<u>Regulation 3.16</u>. Intergovernmental and expert bodies shall, when reviewing the relevant chapters of the medium-term plan, recommend priorities among subprogrammes in their field of competence. They shall refrain from making recommendations on priority among major programmes. The Committee for Programme and Co-ordination, when making recommendations, and the Secretary-General, when making proposals on programme priorities, shall take into account the views of the above bodies.

<u>Regulation 3.17</u>. On the basis of the Secretary-General's proposals and of the recommendations of the Committee for Programme and Co-ordination, the General Assembly shall designate, among the subprogrammes it accepts, those which are of the highest and lowest priority.

<u>Regulation 3.18</u>. Priorities as determined by the General Assembly in the medium-term plan shall guide the allocation of budgetary and extrabudgetary resources in the subsequent programme budgets. After the medium-term plan has been approved by the Assembly, the Secretary-General shall bring the decisions on priorities to the attention of Member States and the Governing Boards of the voluntary funds.

Article IV

PROGRAMME ASPECTS OF THE BUDGET

<u>Regulation 4.1</u>. The medium-term plan as approved and revised by the General Assembly shall serve as the framework for the formulation of the biennial programme budget. In order to facilitate this relationship, the programme budget shall have financial information corresponding to at least one of the three programming levels in the medium-term plan.

<u>Regulation 4.2</u>. The programme proposals in the budget shall aim at implementing the strategy in the plan and, therefore, shall be derived from its strategy statements. Programme proposals that are not derived from the plan strategies shall be submitted only as a result of legislation passed subsequent to the adoption of the plan or its last revision.

<u>Regulation 4.3</u>. In the proposed programme budget, requested resources shall be justified in terms of the requirements of output delivery. The highest-priority subprogrammes, as decided by the General Assembly, shall have first claim on resources, if budgetary needs are demonstrated, and, if possible, through redeployment in the event that low-priority activities are curtailed or terminated by intergovernmental decision.

<u>Regulation 4.4</u>. The proposed programme budget shall be divided into parts, sections and programmes. Programme narratives shall set out subprogrammes, programme elements, output and users. The proposed programme budget shall be preceded by a statement explaining the main changes made in the content of the programme and the volume of resources allocated to them in relation to the previous biennium and indicating the progress envisaged for all activities with time-limited objectives in implementing the plan. The proposed programme budget shall be accompanied by such information, annexes and explanatory statements as may be requested by or on behalf of the General Assembly and such further annexes or statements as the Secretary-General may deem necessary and useful.

<u>Regulation 4.5</u>. All activities for which resources are requested in the programme budget shall be programmed.

<u>Regulation 4.6</u>. Within the proposed programme budget the Secretary-General shall provide the General Assembly with (a) a list of programme elements and output included in the previous budgetary period which, in his judgement, can be discontinued and, as a consequence, have not been included in the proposed programme budget; and (b) an identification within each programme of programme elements of high and low priority, each category representing approximately 10 per cent of the resources requested.

<u>Regulation 4.7</u>. The Secretary-General shall provide the Committee for Programme and Co-ordination and the Advisory Committee on Administrative and Budgetary Questions with advance copies of the proposed programme budget by the end of April of the year preceding the budgetary period.

<u>Regulation 4.8</u>. The Committee for Programme and Co-ordination shall prepare a report on the programme budget, containing its programme recommendations and its general assessment of the related resource proposals. It shall receive a statement by the Secretary-General on the programme budget implications of its recommendations. The report of the Committee for Programme and Co-ordination shall be communicated simultaneously to the Economic and Social Council and to the Advisory Committee on Administrative and Budgetary Questions. The Advisory Committee shall receive the report of the Committee for Programme and Co-ordination and study the statement by the Secretary-General on its programme budget implications. The reports of the Committee for Programme and Co-ordination advisory Committee on each section of the programme budget shall be considered simultaneously by the General Assembly.

<u>Regulation 4.9</u>. No Council, Commission or other competent body shall take a decision involving either a change in the programme budget approved by the General Assembly or the possible requirement of expenditure unless it has received and taken account of a report from the Secretary-General on the programme budget implications of the proposal.

Article V

MONITORING OF PROGRAMME IMPLEMENTATION

<u>Regulation 5.1</u>. The Secretary-General shall monitor the delivery of output scheduled in the approved programme budget through a central unit in the Secretariat. After the completion of the biennial budget period, the Secretary-General shall report to the General Assembly, through the Committee for Programme and Co-ordination, on programme performance during that period.

<u>Regulation 5.2</u>. Reformulation of an entire subprogramme or the introduction of a new programme in the programme budget shall not be implemented before it is approved by an intergovernmental body and the General Assembly. The Secretary-General may make such proposals for review by the relevant intergovernmental body if he considers that circumstances so warrant.

<u>Regulation 5.3</u>. The Secretary-General shall transmit the biennial programme performance report to all Member States by the end of the first quarter following the completion of the biennial budget period.

Article VI

EVALUATION

Regulation 6.1. The objective of evaluation is:

(a) To determine as systematically and objectively as possible the relevance, efficiency, effectiveness and impact of the Organization's activities in relation to their objectives;

(b) To enable the Secretariat and Member States to engage in systematic reflections, with a view to increasing the effectiveness of the main programmes of the Organization by altering their content and, if necessary, reviewing their objectives.

<u>Regulation 6.2</u>. All activities programmed shall be evaluated over a fixed time period. An evaluation programme as well as a time-table for intergovernmental review of evaluation studies shall be proposed by the Secretary-General and approved by the General Assembly at the same time as the proposed medium-term plan.

<u>Regulation 6.3</u>. Evaluation shall be internal and/or external. The Secretary-General shall develop internal evaluation systems and seek the co-operation of Member States in the evaluation process, as appropriate. Evaluation methods shall be adapted to the nature of the programme being evaluated. The General Assembly shall invite such bodies as it sees fit, including the Joint Inspection Unit, to perform <u>ad hoc</u> external evaluations and to report on them.

<u>Regulation 6.4</u>. The findings of intergovernmental review of evaluations shall be reflected in subsequent programme design, delivery and policy directives. To this end, a brief report summarizing the conclusions of the Secretary-General on all evaluation studies conducted in the established evaluation programme shall be submitted to the General Assembly at the same time as the text of the proposed medium-term plan.
