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Chairman: Mr. Balarezo..... (Peru)

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The meeting was called to order at 2.50 p.m.

Agenda item 90: Operational activities for development (*continued*) (A/59/115)

(a) Operational activities for development of the United Nations system (A/59/135)

(b) Triennial comprehensive policy review of operational activities for development of the United Nations system (A/59/84-E/2004/53, A/59/85-E/2004/68, A/59/386, A/59/387 and A/59/3 (chap. I))

1. **Mr. Neil** (Jamaica), speaking on behalf of the States members of the Caribbean Community (CARICOM), said that they associated themselves with the statement made by the representative of Qatar on behalf of the Group of 77 and China. The triennial comprehensive policy review of operational activities for development provided an opportunity to examine the impact of the United Nations development system in the context of the 2005 review of the Millennium Declaration and the implementation of the outcomes of the major United Nations conferences and summits. CARICOM welcomed the efforts to reform and improve internal coherence and coordination within the United Nations system. Nevertheless, the deliberations on operational activities should be focused on development activities and the ability to deliver tangible and sustainable results and not confined to an analysis of progress with regard to coordination and coherence, however important those processes might be.

2. The new simplification and harmonization tools had produced qualitative results, but the reform measures had not yet simplified all the processes. While some organizations had adopted harmonized procedures and common tools, they tended to retain their own administrative requirements, creating additional bureaucratic burdens for Governments and the United Nations system. The development and use of common country assessments and development assistance frameworks must be efficient and support programme delivery in a manner which kept transaction costs to a minimum.

3. CARICOM believed that coherence and coordination should not be limited to the activities of the United Nations system but extended to other

multilateral institutions and bilateral donors. The harmonization efforts in the United Nations should be guided by criteria and procedures developed with the broad participation of all the Members of the Organization. Furthermore, the current reforms should be implemented before new ones were devised, so as not to complicate the process or impose unnecessarily burdensome procedures on the recipient countries. CARICOM also had reservations about the use of joint meetings of the governing bodies of the funds and programmes, a practice inconsistent with the system-wide function of the Economic and Social Council.

4. The United Nations system for development cooperation required adequate, predictable and stable funding, and a better balance must be struck between core and non-core contributions. The practice of annual voluntary contributions should be reviewed, for such contributions were by nature unpredictable and always insufficient. It was also important to pay closer attention to how resources were spent, to how much was actually reaching the recipients, and to the effectiveness of delivery. CARICOM therefore welcomed the Secretary-General's recommendations that an intergovernmental working group to examine ways of enhancing the predictability, stability and adequacy of funding should be established and that the Economic and Social Council should undertake a comprehensive review of major trends and prospects with regard to the funding of United Nations development cooperation.

5. As a trusted and impartial development partner the United Nations played an indispensable role in forging consensus among national stakeholders and other development actors for the advancement of the global development agenda. However, its operational activities must be aligned with national priorities and strategies and provide a flexible response to the needs of the recipient countries, in particular countries emerging from crises, which should not be subjected to harmful conditionalities. It was also important to consider the extent to which the operational activities supported national capacity-building, for weaknesses in that area had been reported.

6. As the Secretary-General's report acknowledged, there was a need to fill the gaps in field-level coordination through greater involvement of the entire system, especially the agencies, programmes and regional commissions and of other United Nations bodies without a field presence. There was also a need

to strengthen the resident-coordinator system, which must be able to attract all the resources and technical expertise required. CARICOM encouraged the continuation of the integration of the gender perspective in operational activities and in humanitarian operations, with a view in particular to maximizing the roles of organizations such as the United Nations Development Fund for Women (UNIFEM).

7. **Mr. Chave** (Switzerland) said that the United Nations system must adapt further to the new circumstances. A new global development agenda was emerging which focused on the attainment of a set of internationally agreed development goals (in particular the Millennium Development Goals), and moreover the daunting situation of countries in a state of chronic crisis called for the convergence of security and development perspectives. The important changes which had taken place since the last triennial policy review, in 2001, had helped to improve coherence and efficiency in the United Nations operational system, but more needed to be done. The system had a continuing key role to play in international cooperation for development. In that context the Member States should not forget that they shared the responsibility for some of the problems currently facing the system and should help to improve its situation by taking more coherent stands and giving more support to operational activities.

8. In the years to come it would be especially important to provide clear guidelines on a number of specific issues. Firstly, programme countries and donors alike must recognize the United Nations Development Assistance Framework (UNDAF) as a common frame of reference for the system's response to national needs and priorities. A country's UNDAF should be elaborated within a relatively short period of time, be concise and reflect the strategic lines of operation in areas where the United Nations system had clear comparative advantages and could thus make a real difference to cooperation and development. Furthermore, a results-based UNDAF evolved more rapidly than the country programmes of individual funds, programmes and specialized agencies and could gradually replace them. A further important point was that, as the tasks of the resident coordinator were becoming increasingly complex, he should be freed from the responsibility of managing the UNDP programme, at least in countries having sizeable

United Nations country programmes, where a country director should be appointed. And although there had been progress since 2001, much remained to be done by way of harmonizing and simplifying the programming and management instruments and procedures, including the expansion of joint programming, increased use of common services, and establishment of common premises and joint offices. The General Assembly should formulate clear objectives and benchmarks in that regard.

9. The funding of the United Nations operational system remained in difficulty. Summit meetings and international conferences over the last 12 years had entrusted the system with crucial tasks and functions with regard to the implementation and monitoring of internationally agreed goals. But commensurate additional core funding had not been forthcoming, while other parts of the multilateral system had been provided with significantly increased resources.

10. There was still a tendency for the United Nations to favour trust funds and other multilateral and bilateral arrangements over core contributions. Non-core contributions from Governments and the private sector could supplement core contributions but could not replace them without jeopardizing the fundamental characteristics of multilateral cooperation. The annual pledging system prevailing in the United Nations development system remained a serious handicap for its institutions when compared with the multi-year replenishments of the international financial institutions. An attempt should therefore be made to strengthen core funding, and a careful analysis should be conducted of the entire multilateral development system, including the role and the financing of the operational activities of the United Nations, the international financial institutions and the global funds. The Economic and Social Council should play a much more active part and regularly examine the most important trends in international development cooperation as a whole. A partnership with the Development Assistance Committee of the Organization for Economic Cooperation and Development should be encouraged in order, for example, to facilitate the use of harmonized data. Other measures were needed, especially measures to secure a significant increase in the predictability of United Nations funding. All possibilities should be further explored, including a gradual transition towards a mix of assessed and negotiated contributions.

11. Although some of the evaluation divisions of United Nations bodies had been strengthened, such divisions had so far done little joint work, especially with regard to joint evaluations. Since the aim was enhanced coherence, they should be coordinated across the system with a view to producing joint evaluations of subprogrammes and country programmes and reporting on their findings and the lessons learned.

12. Another matter requiring attention was that, given the large number of conflict, post-conflict and reconstruction situations which the United Nations had had to deal with in recent years, it was high time for the system to devise a more comprehensive approach to transitional situations, with a view to ensuring that the different parts of the system operated in a concerted manner and complemented each other effectively.

13. Progress with regard to gender issues differed greatly from institution to institution, and the time had come to make a significant leap forward in mainstreaming the gender perspective in many United Nations bodies. All the bodies concerned should be asked to formulate clear objectives in that respect and to monitor progress on an annual basis.

14. For the purposes of implementation of the recommendations resulting from the triennial policy review Switzerland suggested that the General Assembly should request the Executive Committee of the United Nations Development Group to draw up a detailed plan of work, in collaboration with all the members of the Group, for the implementation of such recommendations and to submit the plan to the Economic and Social Council in 2005 for its approval.

15. **Mr. Mirafzal** (Islamic Republic of Iran) said that his delegation associated itself with the statement made by the Chairman of the Group of 77 and China. Iran regarded the operational activities of the United Nations system as a manifestation of the Organization's development mission and mandate and it followed their formulation and execution with great interest. The context of United Nations development cooperation had changed substantially in recent years, while at the same time the general trend towards income disparities within and between countries had created a more challenging environment for the development-promotion activities of the various funds and programmes. The forthcoming resolution on the triennial policy review should seek to make a wider impact on development by taking stock of the system's

performance over the past three years and establishing clear guidelines on how to make greater progress in the future. The efforts to strengthen the United Nations system were welcome, but the discussions on the reform of the Organization were too closely focused on structures and processes, whereas the need was for redoubled efforts to focus on results.

16. Poverty eradication should remain the main pillar of operational activities for development, which could play an important role in the development process, especially by means of capacity-building. The United Nations system should promote the transfer of knowledge and technology to the developing countries through their planning instruments. National capacity-building was an essential means of ensuring that national priorities were taken into account; that was even more important in view of the acknowledgement by the Organization's funds and programmes of the importance of national ownership and capacity-building for effective development. National ownership of programmes and projects must also be guaranteed. To that end and in order to enable the recipient countries to play a central role in the formulation of their national development strategies, they should be fully involved at all stages of the design, implementation, monitoring and evaluation of development programmes and projects.

17. The United Nations funds and programmes should provide technical assistance to recipient countries in accordance with their economic and social needs and priorities, including poverty eradication, humanitarian assistance and promotion of the right to development, with a view to sustained economic growth and sustainable development. Those were fundamental criteria for measuring the relevance and credibility of the United Nations as an instrument of development.

18. His delegation welcomed the general tendency towards mainstreaming of the gender perspective as an important component of operational activities, both in terms of guidelines and in the formulation of relevant programmes and projects, and improvement of the gender balance in Secretariat appointments, both at Headquarters and in the field. The principles of North-South balance and equitable geographical distribution should be taken into account in that process.

19. Iran had always stressed the role of the United Nations system in mainstreaming South-South

cooperation as a supplement to North-South cooperation: South-South cooperation should be regarded as a driving force of development efficiency within the multi-year funding framework of the United Nations funds and programmes. Attention must also be drawn to the crucial importance of the predictability of the core funding of operational activities, for the attainment of the internationally agreed development goals, including the Millennium Development Goals, was closely interlinked with such funding. His delegation was ready to discuss and explore other forms of multilateral development cooperation, such as assessed and negotiated contributions. It was crucially important to invest sufficient funds in the development of the developing countries, for such investment could save huge expenditures on peacekeeping operations. The appeals for the system to furnish assistance in very sensitive and complex areas had placed an additional burden on its resources and should not be answered at the expense of cooperation for development.

20. **Ms. Navarro** (Cuba) said that her delegation associated itself with the statement made by the representative of Qatar on behalf of the Group of 77 and China. Operational activities were especially valuable in the present context, and it was important to acknowledge the successes registered by activities carried out at the national level by the United Nations funds and programmes, which were in a unique and privileged position in terms of understanding and addressing the real needs of the developing world. It was essential to safeguard the valuable contribution of those funds and programmes to development; to that end universality, voluntarism, neutrality, impartiality and multilateralism must be reaffirmed as the guiding principles of their activities.

21. Operational activities must be tailored to the specific needs of each country, and the mandates and specific features of each of the agencies, funds and programmes of the United Nations system must be safeguarded. The growing tendency to allocate ever increasing resources and efforts to emergency activities was worrying. The funds and programmes were not relief agencies: their purpose was to promote long-term development, and it was only in that sense that they could participate in the transition from relief to development.

22. The protection of the personnel of the funds and programmes was another source of concern. Any linkage or subordination of humanitarian personnel to

any given military force in the field was an absurdity which not only violated the established principles of humanitarian assistance but also jeopardized the safety of the providers of such assistance. The question of the resources allocated to operational activities must remain the focus of the Committee's deliberations. The developing countries noted with concern the insufficiency of the core resources and the increase in non-core contributions, usually earmarked for thematic funds of interest to the donors. It was absolutely essential for the donor countries to provide, on a permanent, stable and predictable basis, the core resources which were indispensable for operational activities. The work of the UNDP Special Unit for Technical Cooperation among Developing Countries deserved commendation in that connection. Operational activities throughout the world must continue to be guided by the principles of full respect for the national sovereignty, territorial integrity and national unity of States.

23. **Mr. Kogda** (Burkina Faso) said that his delegation endorsed the statement made by the representative of Qatar on behalf of the Group of 77 and China. The official development assistance which Burkina Faso received from bilateral and multilateral donors took the form of independent technical cooperation, technical cooperation under specific projects, investment projects, programming and budgetary assistance, food aid and emergency relief. However, the results had not measured up to expectations owing to deficient coordination and the ineffective use made of the assistance, in particular as a result of the duplication of work among the many different coordination bodies, the complexity of the donors' procedures and their manifold conditions, the lack of studies on the incorporation of a development perspective in the plans and programmes, and the inefficient use of the external resources. In order to correct those defects the Government had formulated a priority action programme for the application of the strategic poverty-reduction framework for the period 2004–2006 and had also established a round-table process as a means of coordinating external assistance. The coordination of the work of all the development partners was the responsibility of the United Nations Resident Coordinator. Concerted action by the donors was also being achieved by means of sectoral coordination in various spheres.

24. The establishment of new integrated guidelines on the tools for rationalization and harmonization of operational activities for development was an important step towards national ownership and the coordination of the implementation of country programmes. The Governments of the recipient countries must assume responsibility for defining clearly the priorities of their national policies and programmes. In return, the United Nations agencies must take greater account of each country's specific characteristics and integrate their programmes and projects in the national development strategies.

25. **Mr. Rangel** (Bolivarian Republic of Venezuela) said that his delegation associated itself with the statement made by the representative of Qatar on behalf of the Group of 77 and China. Operational activities for development should be viewed in the light of their effects and sustainability and the possibility of replicating them in other developing regions and countries; they should not be bound to immediate results of limited impact.

26. Social inclusion was a fundamental objective of the official policies of the Government of the Bolivarian Republic of Venezuela. The recently created Social Investment Fund was a flexible, innovative and effective tool for attending to the needs of people living in poverty with no access to the public-services systems. The Fund financed social-infrastructure and community-development projects for low-income groups, which were provided with technical and financial resources and with information at various levels in accordance with the concept of structured social investment. The programmes were concerned, for example, with children and adolescents living in situations of social risk, women heads of household and consolidation of the family structure, education for indigenous peoples, and education services for illiterate persons.

27. One project warranting special mention was the Misión Vuelvan Caras, whose purpose was to provide tools to enable the participants to work in jobs providing services and goods to meet the needs of the area of operations of each Development Unit, subject to planning at the national level. The programmes had the support of the Development Bank, a governmental agency for the promotion of public and private investment in activities which contributed to the renewal, growth and consolidation of the production apparatus, as well as support from international

assistance. In terms of South-South cooperation, 14 Caribbean States could testify to the success of Venezuela's policy of technical cooperation for social and economic development carried out by the country's cooperation institutions. The administrators of funds and programmes should examine the resources allocated to technical cooperation among developing countries and consider the possibility of increasing them and securing a more balanced and fair distribution.

28. **Mr. Essel** (Ghana) said that it was through operational activities that the work of the United Nations touched the lives of people in the far-flung corners of the world. The Organization's funds and programmes played a central role in that process. The triennial policy review had a dual significance, for it provided an opportunity both to examine how the system had harmonized its country operations with the Millennium Declaration and to take a first look at the impact at the country level of the reforms set in motion by the Secretary-General in 1997 and 2002.

29. In Ghana the active collaboration between the Government and the United Nations country team had achieved positive results, culminating in the publication of the Millennium Development Goals Report, which would now be produced annually in order to monitor the achievements and plot the future directions of the country's development agenda. Under the second UNDAF for Ghana, for the period 2001–2005, many different joint activities had been carried out in three of the areas identified for joint programming and implementation, including the integrated programme for the promotion of girls' education, the guinea-worm eradication programme, the Millennium Development Goals monitoring project, under which the Report had been produced, and the gender and HIV/AIDS programme.

30. Ghana was very appreciative of the work done by the United Nations development system through its operational activities to help the developing countries to achieve sustainable development. The resources available for those purposes were of course very limited, a factor which placed a major constraint on the positive impact of activities at the country level. As long as the funding of operational activities for development remained inadequate, unstable and unpredictable, the system would be unable to perform its function as a catalyst for progress towards comprehensive and durable development rooted in

national and international consensus. The current mismatch between funding levels and mechanisms and the sustained efforts required to support the developing countries and attain the Millennium Development Goals must be addressed urgently and with imagination.

31. **Ms. Hull** (United States of America) said that the Secretary-General's report on the triennial policy review and the corresponding resolution were key pieces of a critical process and relationship because of the value which both developing and developed countries attached to the United Nations system as an indispensable partner in terms of its neutrality and universality and its expert advice and assistance. It was to be hoped that the resolution adopted on the item at the present session would result in specific recommendations which would help to raise that valuable collaboration to its full potential. Her delegation looked forward to working on that task with all the other Member States and appreciated the openness and accessibility of the United Nations agencies in the joint endeavour to achieve greater effectiveness.

32. The United States appreciated and supported the necessary and impressive reforms carried out in the last few years, which had led to improved internal coordination and coherence of programmes and to a clearer definition of the interaction between the operational agencies and the countries in which their programmes were implemented, not to mention the considerable attention given to diverse post-conflict situations. However, if the United Nations development system was to remain a relevant and effective partner in an increasingly complex world, the drive for greater coherence, simplification and harmonization would have to be continued, and the basic mechanisms of the development process, such as common country assessments (CCAs), UNDAFs, and poverty-reduction strategy papers would have to be improved still further.

33. The triennial policy review offered an opportunity to discuss substantive policy issues, in particular development priorities and objectives, which were equally as important as operational effectiveness and would ultimately determine the success or failure of the development activities of the United Nations. Technical and policy questions were integral and symbiotic parts of the review and neither could be neglected without compromising the effectiveness of the activities.

34. The mobilization of the necessary financial resources to help the programme countries to achieve the internationally agreed development goals and fund their overall development plans remained a source of concern. The Secretary-General's report clearly recognized the importance of mobilizing domestic resources to relieve poverty, stimulate economic growth, build institutional and human capacity, and make internal financial management more transparent and tractable, which were conditions for attracting direct foreign investment.

35. Significant events had taken place since the preceding triennial policy review, including the Monterrey Conference on Financing for Development and the World Summit on Sustainable Development, which had highlighted the need, acknowledged by the entire international community, for sustained economic growth made possible by an enabling domestic environment and appropriate levels of international development assistance to eradicate poverty and attain the internationally agreed development goals. It was to be hoped that the consensus reached at Monterrey and Johannesburg would enrich the review in three important areas: firstly, accountable and representative governance, rule of law, political and economic freedoms and opportunities, and gender equality – necessary ingredients of successful development activities; secondly, domestic macroeconomic policies, which should be designed to foster the growth, full employment and price and fiscal stability essential to poverty eradication; and thirdly, mobilization of all resources, particular domestic and private resources, in support of national development efforts, for that would have a positive effect on essential issues such as political and governmental institutions, corruption, property rights, markets, and regulatory policies.

36. The international community also acknowledged the importance of the private sector and its contribution to growth and development, as confirmed in the recent report of the United Nations Commission on the Private Sector and Development, which contained many practical recommendations for nurturing the private sector in developing countries, including regulatory reforms and strengthening of the rule of law, incentives for the informal sector to participate in the formal economy, and engagement of the private sector in the policy-making process. It was therefore important not only to promote economic growth by

means of operational activities for development but also to create the political and social conditions which undergirded prosperity and progress. That responsibility rested with every member of the United Nations family but primarily with the Member States, which must honour their commitment to improve the system by taking serious responsibility for their own growth and the prosperity of their peoples and communities.

37. **Mr. Sawford** (Australia), speaking also on behalf of Canada and New Zealand, said that under the reform agenda for the Organization's operational activities the United Nations Development Fund for Women (UNIFEM) played an important role in incorporating a gender perspective in coordination mechanisms at the global, regional and country levels, although other funds and programmes also had a responsibility to include gender-equality perspectives in all aspects of their work.

38. With regard to the triennial policy review, the three delegations recognized the need for internal coherence to ensure that consistent messages were transmitted to the governing bodies of United Nations institutions concerning their support for the reforms being carried out in the system: the core issues to be addressed in the review were the system's comparative advantages in development cooperation, the need for concrete results in terms of helping the developing countries to reduce poverty and achieve sustainable development, and the overall resourcing of the funds and programmes.

39. The simplification of the process for the preparation of the UNDAF document and the focus on a results matrix were welcome. However, the system could be made even more effective by using the review to stress the need to evaluate the activities with a view to obtaining practical time-bound results. The adoption of a results-based approach and the common-services initiative were steps in the right direction, but greater harmonization and simplification were required.

40. Canada, New Zealand and Australia strongly supported the operational activities of the United Nations, as was demonstrated by their significant contributions to the core and non-core resources of its funds, programmes and specialized agencies. The resource flows for the funding of development by the United Nations system should be assessed in terms of the needs of the developing countries, the system's

capacity to meet those needs, and the way in which those factors fitted into the broader context of aid and development. The analysis and planning of system-wide resource flows and funding could be conducted in the context of the existing multi-year funding frameworks and at future meetings of the governing bodies concerned; there would thus be no need to set up an intergovernmental working group on the subject.

41. The results achieved on the ground were the true test of the system's effectiveness, and in that regard the United Nations programmes at the country level should reflect both the national development objectives and the comparative advantage and value added attributable to United Nations agencies, both individually and collectively. The three delegations therefore supported the efforts to strengthen the resident-coordinator system, simplify and harmonize agency operations, and strengthen the coherence, unity of purpose and actions of the United Nations teams at the country level, as well as the coordination with other development actors. It was also important for resident representatives, who determined the effectiveness, coordination and coherence of the United Nations field presence, to be armed with the skills, knowledge, resources and authority to lead the United Nations teams, the capacity to supervise the UNDAFs and their implementation, and easy access to all the expertise which the system had to offer, including the expertise of non-resident and specialized agencies.

42. Where the regional dimensions of development were concerned, it should be remembered that United Nations "regions" often did not correspond to geographical configurations on the ground, usually called "subregions" in the United Nations. It was therefore important for the regional commissions and the funds and programmes to retain the flexibility to work with their partners at the subregional level; that point should be reflected in the resolution on the triennial policy review adopted at the present session.

43. Ten years after its adoption the Beijing Platform for Action was still not fully reflected in operational activities, even though more progress should have been made by now in mainstreaming the gender perspective in overall plans and programmes. Some of the funds and programmes needed to strengthen their internal capacity if they were to obtain better results in the planning and programming of their activities. The three delegations would seek ways to ensure that CCAs and UNDAFs were based on detailed analyses of gender

issues and that the results matrices included gender-sensitive data and indicators disaggregated by sex, for that would facilitate the work of the country teams and resident coordinators and enhance their support of the efforts of the programme countries to attain the objectives of their poverty-reduction strategy papers and similar documents.

44. The three delegations welcomed the inclusion in the Secretary-General's report of a section on assistance to countries in transition or the early stages of post-conflict recovery; the practical measures taken by the Working Group on Transition Issues of the United Nations Development Group and the Executive Committee on Humanitarian Affairs should be expanded, with a view to the formulation of a coherent and integrated United Nations response to the problems of countries in transition.

45. **Mr. Khan** (Pakistan) said that his delegation associated itself with the statement made by the representative of Qatar on behalf of the Group of 77 and China. The triennial policy review should be seen as a dynamic mechanism for bringing United Nations operational activities and the available resources into line with national priorities. United Nations development support could not be effective if conducted in isolation from the broader international economic trends. Each country bore the primary responsibility for its own development, but development was impossible without an enabling international environment. Some economic analyses indicated that the modest recovery of the world economy in recent months was having beneficial effects and might help to alleviate the economic difficulties of most of the developing countries. But the rules and structure governing the world economy prevented those countries from taking maximum advantage of such effects.

46. Since the previous triennial review Pakistan had been emphasizing the need to harmonize the rules and regulations of the various United Nations bodies, improve coherence and coordination, adapt United Nations programmes to the needs and priorities of national Governments, and secure viable, sufficient and predictable resources. It looked forward with interest to the high-level event to be held in 2005 to examine the progress made towards attainment of the Millennium Development Goals, and it was pleased to note the positive work done by UNDP in promoting the

formulation of strategic national frameworks for the attainment of those goals.

47. Much had been achieved in the quest for better coordination of the various components of the United Nations system, increased efficiency, and the creation of diagnostic tools for impact assessment. A number of countries, including Pakistan, had begun the process of harmonizing their CCA with their UNDAF in response to the imperative of working together, recognized in particular by the members of the United Nations Development Group. As a beneficiary of operational activities for development, Pakistan found that assistance delivered through a single interlocutor provided a strategic direction and helped to reduce poverty and mainstream the gender perspective, as well as improving governance and building institutional capacity. Despite those positive trends, little progress had been made in three critical areas: firstly, the lack of sufficient and predictable resources handicapped the operational activities and the efforts of the recipient countries; secondly, some agencies, especially the Bretton Woods institutions and the World Trade Organization, needed to collaborate more closely with the United Nations resident coordinators; and thirdly, the developing countries lacked an enabling international climate to promote the attainment of their development priorities.

48. Effective and timely delivery of United Nations assistance through its operational activities hinged squarely on the volume, availability and predictability of resources, and greater efficiency and coordination would not be sufficient to cope with the dual problem of increasing demand and decreasing resources, even though the donors believed that the main thing was to reform the delivery process and the resource-mobilization mechanisms. The existing mechanisms had indeed outlived their utility, and to judge by the decline over the past three years even the annual Pledging Conference for Development Activities had failed to solve the problem, which was further complicated by the donors' prescriptive determination of priority themes, most of them being irrelevant to the development priorities of the recipient countries or distorting their existing programmes.

49. Pakistan urged the Committee and the General Assembly to initiate a debate on the issue to complement the Secretary-General's alternative proposals under the multi-year funding programmes and to remove the obstacles to the provision of

predictable resources. Such an initiative should be accompanied by a search for creative and viable ways of generating resources at the national level. At the international level the emphasis should be on fulfilment of the commitments entered into at Monterrey and Doha and reiterated in the São Paulo Consensus, for that would have a positive impact on the development prospects of the developing countries and generate much needed resources for the United Nations strategic framework for development cooperation. Collaboration between the Bretton Woods institutions and the United Nations resident coordinators would avoid the duplication of efforts and provide a strategic direction for United Nations and national development objectives. The reforms introduced in the system were sufficient for the moment, although scope for improvement remained. The main thing now was to address the issue of resources, which continued to plague the assistance-delivery mechanism. His delegation looked forward to some definitive conclusions on the issue and reiterated its strong commitment to the attainment of the development objectives agreed with the United Nations system and the donors, including the Millennium Development Goals.

50. **Mr. Sunaga** (Japan) said that his delegation welcomed the progress made in several areas: improved field-level coordination as a result of CCAs and UNDAFs; a strengthened resident-coordinator system; and more UN Houses. The role of operational activities for development was growing in significance in step with the approach of 2005, the year of the high-level review of progress towards the goals set in the Millennium Declaration, and especially with an eye to 2015, the target date for the attainment of those goals.

51. National capacity-building was a central purpose of the system's activities and an essential component of the efforts to help the recipient countries to create their own vision of development, set priorities among the issues to be tackled, implement their programmes effectively, and monitor and evaluate their implementation. Japan attached great importance to national capacity-building in the developing countries, as was demonstrated by its assistance to them in that area and by its participation in the preparations for the second High-Level Forum on Harmonization and Alignment for Aid Effectiveness, to be held in Paris in March 2005.

52. Capacity-building was an essential aspect of the operational activities for development of the United Nations system, especially with respect to the formulation of national plans and strategies. The system was well placed to support capacity-building thanks to the knowledge of needs on the ground held by many of its organizations, their experience in implementing programmes with recipient Governments, their neutrality, and their wide coverage of the different sectors. Japan emphasized capacity-building in the recipient countries when providing official development assistance and was well aware of the importance of a clear understanding of the areas where support was required and of proper programming, without which capacity-building was impossible. The impact of that work was not always immediately evident, but the aim was precisely to obtain sustainable long-term results.

53. Within the context of South-South cooperation the developing countries not only shared knowledge and experience but also helped each other to build capacity. His delegation hoped that UNDP, as a leading agency in that area, would expand its collaboration with other agencies; the remarkable progress made in field-level coordination in terms of strengthening the resident-coordinator system and collaboration under UNDAFs was welcome, as was the work of the four agencies comprising the Executive Committee of the United Nations Development Group. In order to improve that coordination and reduce the competition for resources each agency must recognize its own comparative advantages and those of other agencies; his delegation endorsed the Secretary-General's invitation to the governing bodies of United Nations organizations to consider that matter further and submit their findings to the Economic and Social Council and the General Assembly at some point in the future.

54. The discussion of how to reduce the burden of work of resident coordinators should be based on feedback from the agencies concerned and from coordinators in the field, but the current system of funding, which took a certain percentage of UNDP core resources, might be reviewed. The system's responsiveness at the national level should also be discussed, especially with regard to the agencies without a field presence. The issue should be examined first by the governing body of each agency and then by the agencies working in the same sector, with a view to

a better division of labour and a mutually supportive relationship in the field.

55. **Ms. Asmady** (Indonesia) said that her delegation associated itself with the statement made by the representative of Qatar on behalf of the Group of 77 and China. It stressed the importance of the deliberations on the triennial policy review and the contribution of operational activities for development to the attainment of the Millennium Development Goals. The task of the agencies of the United Nations system was not an easy one, for they had to obtain the agreement of national authorities and align their approach to operational activities with, for example, the country's CCA and UNDAF. It was also important for the United Nations to simplify and harmonize its operational activities in the field in the light of the national priorities; they should seek to attain that objective in consultation and full cooperation with the Governments of the programme countries. There was a need for procedures tailored to the specific needs of the developing countries which would enable the United Nations cooperation system to integrate itself in national development processes and prevent changes in the international rules and procedures from placing an additional burden on countries.

56. The past two years had seen a positive trend in the funding of operational activities, although there was still insufficient predictable and continuous funding. All funding modalities must be explored, and Indonesia was convinced in that connection that the donor community should ensure that the United Nations development system was provided with adequate funding to create a solid and reliable base for operational activities without any conditions being attached.

57. There was indeed a link between development and peace, and the increasing attention given by the United Nations in its operational activities to crisis-prevention and recovery from crisis was understandable, but such activities should not undermine development programmes. The system's operational activities must be consistent with the fundamental principles which governed them: they must be universal, voluntary and grant-based and characterized by neutrality, multilateralism and the ability to respond to the development needs of the developing countries.

58. There was a need to continue to improve technical assistance by incorporating South-South cooperation in the United Nations system's programmes and in country-level activities. Such cooperation could also be broadened and intensified by enhancing regional and subregional cooperation. The system could also facilitate closer triangular cooperation by combining the expertise of the developing countries with financial support from the developed countries.

59. It must be stressed that the attainment of the Millennium Development Goals would be facilitated by greater coherence among the agencies of the United Nations system, improved coordination between the system and national Governments, and assignment of a stronger role to the resident coordinators. It was to be hoped that the present deliberations would produce ideas which might be used as guidelines for the next triennial policy review.

60. **Mr. Belkas** (Algeria) said that his delegation endorsed the statement made by the representative of Qatar on behalf of the Group of 77 and China. Three years ago the General Assembly had adopted resolution 56/201 on the triennial policy review, which had assessed the capacity of the United Nations system to support the developing countries in their struggle to reduce poverty and achieve economic growth and sustainable development in accordance with the Millennium Declaration and the outcomes of the principal United Nations conferences and summits on economic and social matters.

61. With regard to the questions addressed in the Secretary-General's reports, it must be pointed out, first of all, that the effectiveness of the assistance furnished by the United Nations system could be judged only by the results obtained. The agencies of the system must support the efforts of the developing countries to meet their national needs in the light of their own development priorities and strategies. When it came to resources, it was clear that the desired results could be achieved only if the work of the developing countries was supported by a sizeable and durable increase in core and ordinary funding, which must be sufficient, predictable and stable over the long term. The 2003 increase over 2002 was encouraging but it would have to be consolidated if the goals set for the operational activities of the multilateral development system were to be attained. Core and ordinary resources must be increased on a multi-year

basis, and the developed countries must reach the target of allocating 0.7 per cent of GDP to official development assistance. There was also a need to study new funding modalities and innovative mechanisms which took account of the interests of all the developing countries. The recommendation for the establishment of an intergovernmental working group to examine those issues was welcome.

62. With respect to field-level coordination, which was of fundamental importance for the effectiveness of the work of the United Nations, CCAs and UNDAFs must be integrated in the national planning and programming machinery and harmonized with national anti-poverty strategies and sectoral frameworks, and the coordination work must be extended to all the agencies of the system; most importantly, the mandates of the resident coordinators and country teams must be broadened.

63. Since the main purpose of operational activities for development was to build up the national capacities of the developing countries, the system must be able to respond and adjust to their national needs and address their specific development requirements. And since the national dimension of development went hand in hand with the regional dimension of development cooperation, the strengthening of such cooperation might offer new opportunities for technical cooperation among developing countries, of which Algeria was a very strong supporter. Operational activities for development should also take into account the need for gender equality; and they should address the problems of transition in regions and countries beset by or emerging from conflicts by taking a comprehensive and integrated approach to peace-building, conflict prevention and development cooperation.

64. Being a developing country Algeria believed in the importance of development cooperation and above all in the lead role of the United Nations in furnishing assistance to the developing countries to help them to attain the Millennium Development Goals and attend to their national priorities and needs. It made voluntary core contributions to several agencies and participated every year in the United Nations Pledging Conference for Development Activities.

65. **Mr. Ravi** (India) said that his delegation associated itself with the statement made by the representative of Qatar on behalf of the Group of 77 and China. The triennial policy review process enabled

the Member States to take stock of the functioning of the operational activities of the United Nations and to make recommendations which would be of particular significance on the present occasion in view of the major event to take place in 2005: the review of the progress made and the prospects for achieving the Millennium Development Goals.

66. The new tasks and challenges and the goals and targets set in the Millennium Declaration posited the need for a detailed examination of the gamut of issues relating to the financing of the Organization's development activities. In that connection the increasing imbalance between core and non-core contributions and the proliferation of earmarked resources were causes for concern; in the case of UNICEF, for example, core resources comprised only 43 per cent of total resources; and although core resources had risen by 30 per cent between 2000 and 2003 much of that increase had been due to bigger contributions from the private sector, while the contributions by Governments had risen by only 17 per cent. In contrast, other resources had grown by 60 per cent during the same period and other emergency resources by 120 per cent. The need to fund emergency humanitarian aid was undeniable: India supported the provision of such aid to those in need and contributed as much as it could, but it must be remembered that the United Nations development funds and programmes could carry out their mandate to furnish long-term assistance to the developing countries only if they received adequate, stable and predictable contributions to their core resources. The Secretary-General was right to argue that the new demands arising from peace-building and conflict-prevention work, as well as from humanitarian and other emergencies, should not be met at the expense of development cooperation activities. The diversion of the funds and programmes from their original mandates was a matter of serious concern. The Secretary-General had also pointed out that adequate investment in development activities could obviate huge expenditures on peacekeeping operations in the future; for that reason India added its voice to those calling on the developed countries to take concrete steps to achieve the target of allocating the equivalent of 0.7 per cent of GDP to official development assistance.

67. Although the funds and programmes of the United Nations development system had devoted considerable energy and resources to the reform

process, it had not always produced the anticipated results. Difficulties had been encountered in adapting to the new tools and procedures, and the simplification process had imposed an additional burden on Governments and the system itself. Care must be taken to ensure that the preparation of a country's UNDAF did not become overly complex, rigid or time-consuming. It would in fact be useful to stop giving so much attention to procedures and processes and to focus instead on more productive matters. On the long journey of institutional structuring and restructuring the basic objective – the creation of a sound and efficient system – was often overlooked. No one should lose sight of the ultimate objective of sustainable development and poverty eradication, especially as the deadline for the attainment of the Millennium Development Goals moved closer. Serious attention should be given to the Secretary-General's recommendation on the need to adopt measures to ensure the sustainability of capacity-building activities, including further expansion of national execution, in order to make such capacity as strong as possible.

68. In the context of strengthening the capacity for national execution it would be useful to measure the performance of the United Nations Office for Project Services against its objectives, mandate and cost structure, in particular with regard to the extent to which it assisted the developing countries to enhance that capacity. It would be useful to determine whether the interests of those countries would be better served if the Office were to be integrated in UNDP and governed by UNDP rules. In the process of contemplating further measures of institutional reform of the United Nations machinery attention should also be given to the development assistance system and ways of improving its efficiency and effectiveness.

69. The importance of South-South cooperation must be emphasized. The countries of the South could benefit tremendously from exchanges of experience and best practice with other developing countries. The developed countries should contribute by providing resources and technical know-how, and United Nations development agencies should mainstream procedures for supporting South-South cooperation in their programmes, country-level activities and country offices.

70. India had consistently held that the coordination of external assistance should be undertaken only by the recipient Governments. United Nations coordination

work should be confined to the assistance furnished through the United Nations system. Field-level coordination was one of the most important factors for the effectiveness of the Organization's development cooperation and should be carried out only by the national authorities. The fundamental criterion which should guide decisions was improvement of United Nations development activities. Savings resulting from improvement of coordination and harmonization in the field or pooling of resources could be useful if channelled as additional resources into the Organization's development work but not if that meant an additional burden or the imposition of additional conditions. Accordingly, before other institutional reforms were considered, a cost-benefit analysis should be made of the ones already introduced.

71. Every country had the sovereign right to decide whether to accede to an international treaty or convention. Similarly, policy formulation was the responsibility of the Government of the recipient country; it would therefore be useful to have a separate analysis for each fund, programme and agency of the proportion of its resources spent on advocacy, awareness-raising and sensitization activities as against the resources spent on programmes and projects which contributed to capacity-building or made a real difference to the lives of the poorest.

72. It was important to emphasize the distinctive characteristics of the operational activities of the United Nations system (objectivity, neutrality and impartiality) and reaffirm their importance for the system's credibility. It must be reiterated that programming must be driven by the recipient countries, which should embrace it and take responsibility for it. The United Nations system must be able to respond flexibly and in conformity with national plans and priorities and institute procedures to serve as an interface between national priorities and needs and the overall global agenda. In the end, each individual country was best placed to understand and articulate its own needs.

73. **Mr. Kang Seok-hee** (Republic of Korea) said that the Republic of Korea was an active supporter of the Secretary-General's efforts to improve development coordination and management; while much progress had been made, there was still much work to be done. His delegation would focus on four issues: a participatory approach to development; funding; the

simplification and harmonization process; and information and communication technology (ICT).

74. As the Secretary-General maintained, it was essential for both the State and civil society in the developing countries to take an active part in accelerating the development process and attaining the Millennium Development Goals. Developing-country Governments could not lead the way towards sustainable development without the substantial support of their civil societies. Accordingly, his delegation welcomed the efforts of many United Nations agencies to collaborate with the private sector and civil society in order to enhance the effectiveness of their development activities. In an era of rapid globalization it was clear that the roles of the private sector and civil society in support of sustainable development were increasingly essential to the development process. Further consideration should therefore be given to the possibility of adopting a participatory and inclusive approach to development which complemented public-sector development cooperation.

75. Stable, secure and reliable funding of United Nations development cooperation was crucial if its capacity and effectiveness were to be strengthened. The increase in the core resources of some United Nations agencies was welcome, but overall funding remained insufficient, unpredictable and unstable. The modality of multi-year funding frameworks must be developed further in order to stabilize the provision of regular resources.

76. The rules and procedures of United Nations development cooperation must be simplified and harmonized if it was to be made more efficient. It was to be hoped that the simplification and harmonization process would be speeded up by general utilization of CCAs and UNDAFs, joint programming, and the involvement of the specialized agencies in the process.

77. ICT was essential to the efficiency of the Organization's development cooperation. In order to bridge the digital divide which posed a serious challenge to the developing countries it was important to broaden social awareness of such technology and build up developing-country capacity in that area. Moreover, ICT could be used to enhance the simplification and harmonization process. The Republic of Korea would continue to be an active participant in technical cooperation among developing

countries through the provision of technical training, exchanges of experts, and assistance with the building of ICT infrastructure.

78. **Mr. Adegun** (Nigeria) said that his delegation aligned itself with the statement made by the representative of Qatar on behalf of the Group of 77 and China. The triennial policy review was taking place at an opportune time, one year before the review of the Millennium Declaration and the Millennium Development Goals. As a universal organization the United Nations represented the hopes and aspirations of people everywhere to live in peace and freedom. But the international system was characterized by the phenomenon of globalization, which exacerbated inequality and marginalization instead of offering benefits to all. Although the Secretary-General's report alluded to a positive role for the United Nations system in translating the international development agenda into national realities and in helping the developing countries to cope with their development challenges, that proposition should be treated with caution; the system should endeavour to strike a balance between its strong support for social and humanitarian causes and the provision of similar support for economic development.

79. At the country-level, where the operational activities took place, there was a need to build and enhance national capacities to engage meaningfully with the United Nations system. In many developing countries there was a mismatch between the expertise of the Organization's country teams and the national stakeholders, which could be exploited to undermine national ownership and avoid compliance with the established operational guidelines. If the developing countries were truly to own their development strategies, the United Nations system must take capacity-building and transfer of knowledge as its starting points. Although Nigeria shared the view that national ownership of development programmes and processes was the key to sustainable development, its own efforts to harness the system's support were hampered by a lack of funds, which could be attributed to the excruciating burden of foreign debt, among other factors. The system must therefore play a more active role in the search for solutions to the external debt crisis at the international level.

80. With regard to the effectiveness of the assistance, the complementarity which the UNDAF was designed to ensure among United Nations agencies had not yet

been achieved because the implementation structure had not been established. Each programming cycle had seen a reduction in programme coverage, probably due to the inadequate funding of the agencies. It must be stressed that resources should be used principally for programmes and projects rather than spent on the implementation processes. And everything possible should be done to ensure the use of local expertise on the ground.

81. Although the UNDAF work of some of the agencies of the United Nations system was aligned with Nigeria's new National Economic Empowerment Development Strategy (NEEDS), the Strategy's implementation required system-wide support and mobilization of external resources. The Government's assessment of the macroeconomic framework for the implementation of the various NEEDS projects and programmes had indicated a huge financing gap, which could be bridged only by external assistance. It was therefore to be hoped that the United Nations system would rally international support for the attainment of the Strategy's goals. Nigeria supported the use of results-based management approaches and results matrices for the measurement of operational activities, but the United Nations system must ensure that the agencies were accountable for their actions. The indicators and targets should be clear and measurable and, above all, the country teams should not exceed their mandates.

82. The necessity of simplifying and harmonizing the United Nations system could not be overstated. The three central objectives of streamlining the complex rules and procedures with a view to reducing transaction costs, improving financial and programme results, and increasing the impact and the sustainability of development activities should be pursued with greater vigour. Furthermore, the four guiding principles of the current reforms must be applied system-wide: Government participation; a flexible country-by-country approach; a focus on national processes and systems; and the adoption of good practices.

83. His Government's pursuit of sustainable development would be guided by the need to attain the Millennium Development Goals and the goals of the New Partnership for Africa's Development (NEPAD), which, in the words of President Obasanjo, was the only agenda designed to promote stability, integration, development and democracy in Africa. Nigeria was determined to continue with its reform programmes,

promote good governance, combat corruption, and protect human life.

84. **Mr. Holubov** (Ukraine) said that his delegation welcomed the progress made in implementing General Assembly resolution 56/201 on the triennial policy review and furtherance of the reform process. The field-level coordination among the various agencies was improving and much had been done to enhance the functioning of the resident-coordinator system and to align country operations with the Millennium Declaration. Over the last three years the United Nations Development Group had substantially increased its efforts to streamline programming procedures further, inter alia by establishing a thematic task force and other tools which had produced tangible results. However, the procedures should be simplified even further with the aim of improving the services furnished to recipient countries and enhancing their capacity to manage their development programmes and projects.

85. The rapid increase in number and quality of such strategic planning instruments as the CCA and UNDAF was also welcome, for they had proved effective in providing a collective and integrated response to national priorities and in linking them to the operational activities of United Nations agencies. His delegation noted the results of the evaluation of CCAs and UNDAFs and encouraged the funds and programmes to focus more attention on their economic content. There was a need in that connection for increased strategic collaboration with the Bretton Woods institutions on the preparation of CCA and UNDAF documents.

86. The impact of the system's operational activities for development could and should be improved by means of a substantial increase in their funding on a predictable, continuous and assured basis in accordance with the needs of the recipient countries. A better balance was also needed, with the resources directed primarily to core activities. In the meantime it was essential preserve the voluntary nature of contributions to the core resources of the specialized agencies. There should be a closer relationship between resource mobilization and field activities; multi-year funding frameworks were preferred in that regard, for they were an effective tool for enabling the operational agencies to sharpen the focus on the recipients and on results-based management. His delegation shared the view that United Nations pledging conferences had

outlived their validity and usefulness. The progress made in improving the collaboration between United Nations agencies, the Bretton Woods institutions and other development partners was welcome, but more attention should be given to the promotion of closer coordination of their policies and programmes at the sectoral and strategic levels. Ways of facilitating joint strategic planning should be further explored.

87. The work done by the operational agencies for the attainment of the Millennium Development Goals in Ukraine and for the mobilization of global and national partners around those goals was commendable, and the experience gained might be used to guide operational activities at the regional level. The operational activities of the United Nations were generally consistent with Ukraine's development priorities and goals, but more emphasis should be placed on HIV/AIDS prevention and treatment and on mitigating the long-term effects of the Chernobyl disaster; it was to be hoped that the recent transfer of the coordination functions for the Chernobyl-related activities of the United Nations from the Office for the Coordination of Humanitarian Affairs to UNDP would stimulate resource mobilization and improve the situation. The work of the United Nations Fund for Population Activities (UNFPA) in Ukraine should include the immediate formulation of a programme to meet the growing demand for reproductive-health services, including family planning and HIV/AIDS prevention and treatment.

88. **Mr. Zenna** (Ethiopia) said that his delegation associated itself with the statement made by the representative of Qatar on behalf of the Group of 77 and China. It noted with appreciation the progress made in implementing resolution 56/201 and considered that the United Nations development system should continue to be guided and measured by its contribution to the efforts of the developing countries to attain the Millennium Development Goals and to the search for ways of accelerating Africa's advance towards those goals. As the Secretary-General had pointed out in paragraph 28 of document A/59/387, the full integration of United Nations system activities with country-level efforts, under government leadership, should be the ultimate goal of the international development community.

89. Ethiopia appreciated the degree of cooperation demonstrated by all the development cooperation actors in aligning their activities with its Government's

poverty-reduction and sustainable-development strategy. The adherence of the funds and programmes and the specialized agencies to the modality of national execution was a means of strengthening the sense of identification with the cooperation activities for development. Although some progress had been made in that direction, all the funds, programmes and agencies were urged to consolidate their use of that modality. Since the United Nations development system was a universal, neutral and grant-based source of multilateral development assistance, the General Assembly should address the issue of an adequate increase in the regular resources of the funds and programmes in constructive manner. His delegation underscored the need for adequate, predictable and stable funding for operational activities for development.

90. **Ms. Tortora** (United Nations Conference on Trade and Development) said that UNCTAD was very interested in the progress made so far with the reform of United Nations activities, for the reform might facilitate the more effective integration of UNCTAD assistance in national strategies. UNCTAD would continue its active support for the improvement not only of the managerial aspects of the work of the United Nations in the field but also of the substantive content of that work. As well as entailing greater operational efficiency, coordination also meant increasing the coherence of development policies and priorities. The responsibility for securing fundamental coherence had to be shared by donors, beneficiaries and secretariats; the Millennium Development Goals and other internationally agreed targets provided the conceptual framework for that coherence.

91. Another reason why UNCTAD tried to contribute to the effectiveness of United Nations activities was its concern about the quality of the resources allocated to development assistance. Official development assistance (ODA) was increasing but there were worries about the use to which it was put, for the proportion used to finance current expenditure, as distinct from investment, was rising, and within investment spending more resources were going to the social sectors than to the production sectors, even though investment in production was the only means of breaking the vicious circle of poverty. The linkage between ODA and productivity and growth must be re-established, and ODA should be used to supplement the resources available for investment and

supply capacity and not just to solve immediate problems of cash flows or social security safety nets.

92. The technical cooperation and research activities of UNCTAD were focused on the processes of long-term development, the structural weaknesses of developing economies, and the building of supply-side capacity. Its contribution to the reform of United Nations field operations was centred on three aspects: the results achieved so far; the resources available to enable UNCTAD to participate in the reform process; and the reforms which would facilitate that participation. The experience acquired by UNCTAD in interagency cooperation at the international, regional and national levels would continue to be very useful in the system-wide reform process. It showed that interagency arrangements and partnerships needed to have the flexibility to deal with differing local situations. The use by UNCTAD of its financial resources to participate in the integrated country programmes of the United Nations was constrained by decisions of its bilateral donors: one third of its budget was constituted by voluntary contributions for financing some 300 short- and medium-term projects. There were also two trade-related programmes of country-specific assistance. Those programmes were financed under multi-year and multi-donor arrangements and offered good examples of coordinated country-specific operations based on shared resources.

93. Some practical initiatives would be required if UNCTAD was to increase its participation in system-wide country planning, especially with regard to improving the exchange of information between UNCTAD, resident coordinators, beneficiaries and donors. At the end of the day, the part played by UNCTAD in country operations depended largely on the importance which the country in question and its resident coordinator accorded to trade and development in the national plans, the UNDAF and the poverty-reduction strategies. The quality of the UNCTAD contribution to the reform process would not be determined by the number of field offices opened but by the relevance of the assistance furnished to the host countries.

The meeting rose at 5.35 p.m.