



**General Assembly**

Distr.  
GENERAL

A/39/476  
2 November 1984

ORIGINAL: ENGLISH

Thirty-ninth session  
Agenda item 80 (h)

DEVELOPMENT AND INTERNATIONAL ECONOMIC CO-OPERATION: RESTRUCTURING  
OF THE ECONOMIC AND SOCIAL SECTORS OF THE UNITED NATIONS SYSTEM

Report of the Secretary-General

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## I. INTRODUCTION

1. The present report has been prepared pursuant to section VI of decision 37/442 of 20 December 1982, in which the General Assembly decided:

(a) To review the implementation of all aspects of its resolution 32/197 during its next consideration of the subject of restructuring of the economic and social sectors of the United Nations system, which will be undertaken at its thirty-ninth session and thereafter only once every three years, without prejudice to future decisions of the Assembly regarding the periodicity of such consideration;

(b) To request the Secretary-General, in this regard, to submit to the General Assembly at its thirty-ninth session a report including, as appropriate, proposals for further action on the implementation of sections III to VIII of the annex to , resolution 32/197.

2. Sections II to IX of the present report correspond to the eight sections of the annex to General Assembly resolution 32/197. Each section describes the main actions taken since the adoption of resolution 32/197, with particular emphasis on developments since the last comprehensive report of the Secretary-General on the implementation of the resolution (E/1979/81) and taking into account subsequent reports on various aspects of the resolution.

3. In order to place the present report in proper perspective, and to assist the General Assembly in an overall assessment of progress made, a few general observations may be in order.

4. Firstly, the provisions of the resolution were in many ways interrelated. Underlying the resolution was the assumption that its effective implementation required a concerted effort by both Member Governments and the Secretariat, as well as the support of other intergovernmental bodies within the system and, to an extent, the involvement of non-governmental bodies outside the system. Accordingly, parallel improvements were sought in respect of all aspects of the work of the system - intergovernmental bodies, inter-agency co-ordination mechanisms, structures for regional and interregional co-operation, operational activities for development and secretariat support services.

5. Progress on several of these aspects cannot be achieved or would not be effective if it is not matched by similar progress in respect of others. Thus, for example, questions relating to the improvement in the quality of secretariat inputs to intergovernmental bodies and issues relating to the streamlining and rationalization of the functioning of these bodies are closely interrelated. Also, the strengthening of inter-agency co-ordination clearly requires parallel efforts to reinforce the work of the Economic and Social Council in this regard and to make more effective the relevant inter-agency mechanisms and Secretariat support services, as well as measures by Member States at the national level to enable consistent policies to be pursued in different organizations of the system. Some of these linkages were explicitly embodied in the resolution itself. Thus, for example, the section of the resolution on operational activities for development

calls for integration measures in respect of United Nations programmes and funds, on the premise that such integration would stimulate substantially high levels of voluntary contributions for development. The above linkages need to be taken into full account in any overall assessment of progress made in the implementation of the resolution.

6. Secondly, and perhaps more important, the aim of the restructuring exercise was to make the United Nations system "more fully capable of dealing with problems of international economic co-operation and development in a comprehensive and effective manner ... and ... more responsive to the requirements of the provision of the Declaration and Programme of Action on the Establishment of the New International Economic Order, as well as those of the Charter of Economic Rights and Duties of States". The process set in motion by resolution 32/197 is thus an evolving one. The resolution did not seek to identify solutions to problems for all time. Since the adoption of the resolution, the global environment, and in particular relations between developed and developing countries, have undergone significant change. The consensus on the directions of international economic co-operation which prevailed at the time of the adoption of resolution 32/197 has weakened in several respects, thus adversely affecting the implementation of the resolution. Yet, the spirit and intention of the resolution - to enhance the responsiveness of the United Nations system to the needs and requirements of Member States - remain valid. More specifically, the resolution sought to increase the responsiveness of United Nations central intergovernmental bodies to the requirements of interdependence among nations as well as among issues; of sectoral negotiating forums, secretariat support services and inter-secretariat bodies, to the needs of the international community and to policy recommendations of central intergovernmental bodies; of regional structures to the requirements of subregional, regional and interregional co-operation; and of operational activities for development to the assistance requirements of developing countries and to the strengthening of indigenous capacities and capabilities in these countries.

7. How far has the United Nations succeeded in moving towards these objectives? To what extent have the Economic and Social Council and the General Assembly been able to promote international co-operation for development through the identification of priority issues and prescription of policy guidelines? In what measure have the secretariats streamlined and rationalized their work and demonstrated their capacity to follow-up effectively on policy recommendations of the Economic and Social Council and the General Assembly? How far have the regional commissions been successful in increasing their effectiveness in promoting co-operation among member countries and particularly in furthering economic and technical co-operation among developing countries? And, to what extent have the operational activities of the United Nations system facilitated the efforts of developing countries to promote self-reliant growth?

8. The answers to these questions are not simple. In general, the United Nations has, as stated in the Secretary-General's report on the work of the Organization 1/ this year, continued to make progress "in raising global consciousness on key issues, the critical situation in Africa being a case in point or shaping the framework of international debates on major problems". The examples may be cited in this context of commodity agreements, the Substantial New Programme of Action

for the Least Developed Countries, and the work of the Organization in the field of population. Also, the support provided to developing countries through the operational activities of the United Nations system has continued to grow and has shown a capacity to respond flexibly to the problems of these countries. High priority has been given to low-income countries, with particular attention to the problems of the least developed countries. At the same time, in important fields such as raw materials, energy, trade, industrialization, money and finance, science and technology for development, the achievements at the intergovernmental level are meagre. The results of the sixth session of the United Nations Conference on Trade and Development (UNCTAD) and the Fourth Conference of the United Nations Industrial Development Organization (UNIDO) fell far below expectations. Despite continuing efforts, the General Assembly has yet to launch the global negotiations. There is a tendency to retreat from multilateralism while it is becoming increasingly evident that there is need for intensified multilateral co-operation to solve international economic problems. As the Secretary-General has stated in his report on the work of the Organization, 1/ "a new consensus on economic issues in the light of world economic and political realities has not yet emerged".

9. As for particular aspects of the resolution, progress has been made in some areas, for example, in respect of planning and programming, the improvement of co-ordination in operational activities for development at the field-level, and of certain secretariat support services, both at the centre and in the regions, and measures to improve the functioning of central intergovernmental bodies, particularly the Economic and Social Council, and of the inter-secretariat co-ordination machinery. At the same time, several important aspects of the resolution remain to be fully implemented. In the light of the considerations outlined above, there is an urgent need on the part of Member Governments, with the assistance of the Secretariat, to take the necessary measures for the General Assembly to play the central role in the economic and social sectors of the United Nations system envisaged for it in resolution 32/197. In addition, the following areas would appear to deserve special consideration in the present context:

(a) The need to continue to streamline and make more effective the functioning of the Economic and Social Council, particularly in its mandated responsibilities for co-ordination;

(b) Strengthening of the role of other intergovernmental negotiating forums, including UNCTAD, and ensuring their close and continuing interaction with the Economic and Social Council and the General Assembly;

(c) Measures to increase the efficiency and effectiveness of secretariat support services, particularly through enhancing complementarity of work of its constituent units; measures to overcome compartmentalization of research and analysis activities, on the one hand, and technical co-operation activities, on the other, and improvement in the quality and relevance of these activities;

(d) Continuing efforts to strengthen regional structures and increase their efficiency in promoting co-operation among member countries;

(e) Pragmatic measures to improve inter-agency co-ordination within the framework of the policy guidelines given by the Economic and Social Council and the General Assembly;

(f) Flexibility and adaptability in existing policies and procedures to promote operational activities for development, taking into account changing requirements and needs of developing countries.

## II. GENERAL ASSEMBLY

10. Section I of the annex to resolution 32/197 sets forth two sets of restructuring measures: measures to strengthen the effectiveness of the General Assembly (paras. 1 and 2); and measures to rationalize its work, including documentation (paras. 3 and 4).

### A. Strengthening the effectiveness of the General Assembly

11. The resolution provides that the General Assembly should function as the principal forum for policy-making and for the harmonization of international efforts in respect of economic, social and related problems; establish overall strategies, policies and priorities for the system as a whole in respect of international co-operation, including operational activities in the economic, social and related fields; assign to other forums within the United Nations system, as necessary, the responsibility for negotiating and submitting recommendations for action in specific areas; and review and evaluate developments in other forums within the United Nations system and establish appropriate guidelines for further action.

12. One of the most comprehensive actions taken by the General Assembly during the period under review, in the exercise of the responsibilities outlined above, was the adoption of the International Development Strategy for the Third United Nations Development Decade in its resolution 35/56 of 5 December 1980. In that resolution, Governments subscribed to the goals and objectives of the International Development Strategy and agreed to a coherent set of interrelated policy measures in all sectors of development. All organizations within the United Nations system were requested to assist appropriately in the implementation of the Strategy, and in the search for new avenues of international co-operation for development. Subsequently, in its resolution 37/202 of 17 December 1982, the Assembly decided to establish a Committee of the Whole on the Review and Appraisal of the Strategy and called upon organizations to report on the results achieved in their respective sectors in "applying the International Development Strategy as the policy framework for the formulation and implementation of their programmes of work and medium-term plans". The report of that Committee will be before the current session of the General Assembly.

13. Another means through which the General Assembly exercises its overall policy-making responsibilities, as envisaged in the resolution, are the comprehensive (triennial) policy reviews of operational activities for

development. In 1980 and 1983, the General Assembly reviewed policies and trends affecting operational activities, on the basis of reports by the Director-General for Development and International Economic Co-operation, and addressed appropriate recommendations to Governments and organizations of the United Nations system. 2/ Annual reviews of operational activities have also afforded the Assembly the opportunity to systematically monitor developments and the various actions being taken to follow up its policy recommendations.

14. During the period under review, the General Assembly also adopted several new major programmes of international action; 3/ established committees of universal membership to assist it in guiding international activities in the fields of science and technology for development and new and renewable sources of energy; and acted on the outcome of major international conferences such as the sixth session of UNCTAD. Resolutions adopted covered an extremely wide range of issues and areas of international concern, from food and agriculture to various aspects of the social situation. Particular attention was devoted to the identification of emerging economic and social trends.

15. Despite these developments, important constraints continue to exist. Thus, when General Assembly resolution 34/138 on global negotiations relating to international economic co-operation for development was adopted, it was anticipated that the Assembly, through the institutional set-up for the global negotiations, would be able to carry out fully the functions set out in resolution 32/197. Subsequent deliberations in the Committee of the Whole and in the Assembly itself have confirmed the importance of dealing with major economic issues and their interrelationships in an integrated and coherent manner. They have also, however, highlighted the difficulty of reaching agreement on a proper balance between the central role of the General Assembly and the sectoral role of other United Nations negotiating forums. Recent informal consultations on these questions have introduced further clarifications. A consensus on the matter would greatly contribute to the effective discharge by the General Assembly of the responsibilities envisaged for it by the resolution. It would also benefit the other negotiating forums in the performance of their respective roles, and contribute to the coherence and effectiveness of the system as a whole.

#### B. Rationalization of work, including documentation

16. Since the adoption of resolution 32/197, the General Assembly has adopted several practical measures to further rationalize the work of its Second Committee. Issues addressed have included the agenda and programme of work, the conduct of the general debate, including statements on behalf of the organizations of the United Nations system; the setting of deadlines for the submission of draft proposals; the need to minimize the number of draft proposals under each item; and working methods and procedures to be followed in informal consultations. 4/ Also, measures have been introduced in the Secretariat to reduce the length, improve the planning, and ensure a more timely submission of documentation. 5/

17. At its thirty-eighth session, the General Assembly decided to adopt, beginning at its fortieth session, a biennial programme of work for the Second Committee,

apart from the general debate (decision 38/429). The Economic and Social Council was requested to formulate recommendations to this effect for consideration by the Assembly at its thirty-ninth session, including the identification of questions for substantive consideration by the General Assembly in alternate years. (See, in this connection, section III below.)

18. Broad agenda items such as the item on "Development and international economic co-operation" were established to cluster together related issues and promote an integrated approach to their consideration. Over the years, however, the number of sub-items under these agenda items has proliferated and the clustering of issues in the work programme of the Second and Third Committees has tended to be determined by non-substantive considerations, such as the timing of the availability of documentation. Consideration of the biennial programme of work at the forthcoming session of the General Assembly could provide a valuable opportunity to review the actual formulation as well as the clustering of agenda items in the economic and social field, based on substantive considerations, particularly substantive relationships among issues.

19. The Secretariat could be asked to identify, in the context of the annotations to the provisional agenda of the Second and Third Committees of the General Assembly, or in a separate addendum to the provisional agenda, issues, under the various agenda items, on which the Committees' discussions could most profitably focus. The Secretariat could also indicate in this context options for consideration by the Assembly.

20. Improvements should likewise be sought, as decided by the General Assembly, in the conduct of the general debate in the Second Committee, so as to ensure an effective policy dialogue among Member States on major economic issues, and a coherent and integrated treatment of such issues. This is particularly necessary since subsequent deliberations in the Committee are expected to focus on specific reports and proposals submitted to it.

21. The General Assembly, in resolution 34/212 of 19 December 1979, decided to consider the possibility of assigning some items to the Economic and Social Council for consideration and final decision. The Council decided (decision 1983/164) that it should identify for consideration by the Assembly those issues on which it would take a final decision; 6/ those in respect of which the Council will substantively prepare the work of the Assembly; and those which would be transmitted without debate to the Assembly for consideration and decision.

22. This decision of the Council represents a positive step towards achieving greater complementarity between the work of the General Assembly and the Economic and Social Council, and a better and more substantive preparation of the work of the Assembly by the Council, either through the definition of policy matters requiring special attention by the Assembly or the formulation of actual recommendations for action by the Assembly.

23. These improvements could be usefully accompanied by adequate and timely preparations at the intergovernmental level preceding the substantive discussions of the General Assembly and by measures to rationalize further the process of

decision-making in the Second Committee and Third Committee. The goal should be a more systematic effort at identifying issues requiring priority attention at any given session and to allow delegations and groups of delegations adequate time to formulate, and to consult on, policy proposals on such issues. The Bureaux of the two Committees could be more effectively utilized for this purpose and for the preparation of draft proposals on other issues on the agendas of the Committees.

24. Further attention also needs to be given to the distribution of work between the Second and Third Committees, so as to promote an integrated approach to economic and social development. An appropriate distinction between, and balance in, the work of the two Committees needs to be maintained, with the Second Committee concentrating on economic policy issues, while taking into account the social aspects of issues involved, and the Third Committee focusing on social policy issues, taking into account the economic aspects of these issues. Arrangements for consultations between the Bureaux of the two Committees could be usefully instituted to this end. 7/

25. It should be added that recent decisions taken concerning the role of substantive committees of the General Assembly in the planning process, 8/ and the presentation of integrated statements of programme budget implications of draft resolutions, 9/ may require some adjustments in the working relationships between substantive committees on the one hand, and the Fifth Committee on the other.

### III. ECONOMIC AND SOCIAL COUNCIL

26. One of the main concerns of resolution 32/197 was the effective exercise by the Economic and Social Council of the functions entrusted to it under the Charter of the United Nations and of the responsibilities assigned to it by the General Assembly. In that resolution, the Assembly recommended that the Council should concentrate on its responsibilities:

(a) To serve as the central forum for the discussion of international economic and social issues of a global or interdisciplinary nature and the formulation of policy recommendations;

(b) To monitor and evaluate the implementation of overall strategies, policies and priorities established by the General Assembly;

(c) To ensure the overall co-ordination of the activities of organizations of the United Nations system;

(d) To carry out comprehensive policy reviews of operational activities throughout the United Nations system.

27. Since the adoption of General Assembly resolution 32/197, the Economic and Social Council has periodically examined ways and means to implement that resolution and to revitalize its work. The deliberations of the Council have covered a wide range of issues, including questions of membership; the convening of subject-oriented sessions; a more effective discharge of its responsibilities in,



inter alia, the formulation of policy recommendations and co-ordination; the preparation of the work of the General Assembly in economic, social and related fields; its programme and organization of work; and documentation. Pursuant to these efforts, the Council has adopted in recent years a number of resolutions and decisions, including Council resolution 1982/50 of 28 July 1982.

28. At its second regular session for 1984, the Council received the report of the Joint Inspection Unit entitled "Reporting to the Economic and Social Council" (A/39/281-E/1984/81 and Corr.1), which contained a wide-ranging critique of the structures and functioning of intergovernmental bodies and Secretariat support services. The Council, after having considered the report and the preliminary comments of the Secretary-General thereon, decided to request the Secretary-General to finalize his comments on the report and requested the Committee for Programme and Co-ordination (CPC), at its twenty-fifth session "to study in depth the report of the Joint Inspection Unit in accordance with its mandate, taking into account the views expressed by Member States and the comments made by the Secretary-General, and to submit its proposals on the report to the Economic and Social Council at its second regular session of 1985 for full consideration".

#### A. Identification of issues for in-depth consideration

29. In the exercise of its responsibilities, the Council reviews the reports of its own subsidiary bodies as well as those of other intergovernmental bodies in the economic and social fields established by the General Assembly. In order to provide a better focus for its work, the Council in resolution 1982/50, decided, "in formulating its biennial programme of work", to identify "issues which would will require its priority consideration" and to organize "its work in such a manner as to enable it to focus its attention on a limited number of carefully selected major policy issues, to be studied in depth with a view to elaborating concrete action-oriented recommendations". This procedure has enabled the Council in the past two years to select for in-depth consideration the operational activities of the United Nations system in 1983, and the critical economic situation in Africa in 1984. It should be noted that items identified so far by the Council for priority consideration are items allocated to its second regular session. The Council may wish, in the light of experience gained, to extend this practice for items of the agenda allocated to its first regular session, particularly items in the social, human rights and related fields.

#### B. The general debate

30. The Council has periodically reviewed the purpose and usefulness of its general debate. There is recognition that the general debate provides a valuable opportunity for an exchange of views among Member States on the world economic situation and on emerging problems. Delegations also consider it desirable that the general debate should result in a set of agreed recommendations. The Council, in resolution 1982/50, decided that it may, as part of the general debate, "formulate appropriate conclusions and recommendations thereon addressed to the General Assembly, Member States of the United Nations, and organs, organizations

and bodies of the United Nations system". Efforts by the Council in this regard, however, have not so far been successful. On the other hand, as pointed out by the Joint Inspection Unit in its report entitled "Reporting to the Economic and Social Council" the general debate promotes, albeit modestly, understanding of important problems and indicates areas of convergence of views of Member States on possible solutions to those problems. It is therefore desirable for the Council to continue its efforts to formulate appropriate conclusions as part of the general debate.

### C. Co-ordination responsibilities of the Economic and Social Council

31. There is wide recognition of the need for the Council to enhance its effectiveness in co-ordinating the activities of the United Nations system in the economic and social fields. To that effect, the Council, in resolution 1982/50, decided to consider, "on a cross-sectoral basis, the activities and programmes of the organs, organizations and bodies of the United Nations system, in order to ensure that the work programmes of the United Nations and its agencies are compatible and mutually complimentary, and [to] recommend to the General Assembly relative priorities for activities of the United Nations system in the economic and social fields". In the same resolution, the Council further decided to review "beginning at its second regular session of 1983, every six years, selected major issues in the proposed medium-term plans of the organizations of the United Nations system".

32. In pursuance of that resolution, the Economic and Social Council, at its second regular session of 1983, reviewed the issues of food and agriculture and population in the medium-term plans of the organizations of the United Nations system. In resolution 1983/78 of 29 July 1983, the Council decided "to review, starting in 1985, on a biennial basis, one or more major sectors, taking into account the medium-term plans of, or equivalent documents and information from, the organs, organizations and bodies of the United Nations system"; the Council further decided "in order to allow sufficient lead time for the preparation of documents and necessary financial data, to select the sector or sectors for review in 1985 at its organizational session for 1984, and to follow the same procedure for future reviews, taking into account the topics for cross-organizational programme analyses selected for review by the Committee for Programme Co-ordination in the respective years". At its organizational session for 1984, the Council decided "to carry out in 1985 a cross-organizational review of the issues on women and development, and the activities of the United Nations system in economic and technical co-operation among developing countries".

33. The Council, starting from its second regular session of 1978, also initiated the practice of consultations between the bureau of the Council and executive heads of the organizations of the United Nations system to discuss matters of common concern. Further, at its second regular session of 1984, the Council introduced arrangements for an exchange of views between members of the Council and executive heads following the latter's statements in plenary meeting. Informal meetings were also held with members of the Bureau of the Committee for Development Planning.

34. The Joint Inspection Unit, in its report entitled "Reporting to the Economic and Social Council", highlighted the need not only to strengthen the Council's capacity to co-ordinate programmes and activities within the system, but also to improve the co-ordination of substantive analyses undertaken by United Nations organizations and agencies. It also examined and made recommendations on the reports submitted to the Council on co-ordination issues, including the Administrative Committee on Co-ordination (ACC) overview report. It may be noted that the recent ACC discussion paper on employment and development was welcomed by many delegations in the Council as a useful contribution by ACC to the further understanding of the inter-relationships among various substantive issues dealt with by organizations of the United Nations system.

35. An additional practical step in the light of this experience, may be for the Council, at its annual organizational sessions, to identify for in-depth consideration a limited number of specific issues in which organizations of the United Nations system, would have a direct interest. This would enable the Council to focus its deliberations and would encourage more active involvement of the specialized agencies in the work of the Council.

36. It should be added that any discussion of ways and means to further enhance the work of the Council in the co-ordination of the activities of the United Nations system needs to take into account the polycentric character of the system and the respective responsibilities of the General Assembly and of the Economic and Social Council, on the one hand, and of the governing bodies and respective heads of the organizations of the system, on the other hand. The degree to which the Economic and Social Council may effectively carry out its co-ordination functions is partly affected by measures adopted by Member States, at the national level, to enable consistent and concerted policies to be pursued in different organizations of the United Nations system. Effective co-ordination and harmonization of policies and activities by Governments at the national level would facilitate concerted action at the international level.

#### D. Policy reviews of operational activities

37. The Economic and Social Council, in resolution 1982/50, decided that it shall, in accordance with General Assembly resolution 32/197, carry out comprehensive policy reviews of operational activities throughout the United Nations system, bearing in mind the need for balance, compatibility and conformity with the priorities established by the Assembly for the system as a whole. Further, the Council decided that it shall undertake such a review in 1983 and every three years thereafter, and shall submit its recommendations to the General Assembly in order to assist and prepare the Assembly for its work in that regard in accordance with Assembly resolution 35/81 of 5 December 1980. (See also in this connection section VI below.)

E. Convening of subject-oriented sessions, special sessions as well as periodic meetings at the ministerial or other sufficiently high level

38. The General Assembly, in its resolution 32/197, envisaged the convening of subject-oriented sessions as well as special sessions and periodic meetings of the Economic and Social Council at the ministerial or other sufficiently high level of the Council. Discussions by the Council and the Assembly on the implementation of these recommendations have so far produced no concrete results. It should be noted that the convening of subject-oriented sessions was, as envisaged by Assembly resolution 32/197, to be accompanied by related measures for the streamlining of the Council's subsidiary machinery and the assumption by the Council of direct responsibility for performing the functions being carried out by its subsidiary bodies. No progress has been made by the Council on these related measures. However, the Council, in resolution 1982/50, decided to convene, if necessary, special sessions in accordance with rule 4 of its rules procedure to deal with specific subjects or issues.

F. Participation in and membership of the Economic and Social Council

39. The question of the membership of the Economic and Social Council has been repeatedly considered by the General Assembly 10/ as well as by the Council. In 1983, the President of the Council, after consulting with delegations on the overall question of the revitalization of the Economic and Social Council, reported that there was significant resistance to the idea of universal membership of the Council and that he did not think that it could bear fruit in the foreseeable future. He referred, in this context, to the need for an amendment to the Charter and to the lack of conviction in some quarters that universal membership would improve the Economic and Social Council, its functioning and methods of work. On the other hand, he also pointed out that some delegations considered that the lack of universality tended to limit the possibility of utilization of the machinery of the Council, although it was also recognized that a smaller membership might facilitate the process of negotiations.

40. In resolution 32/197, the General Assembly recommended that all Member States of the United Nations wishing to participate in the work of the Economic and Social Council should be able to do so to the fullest possible extent.

41. In accordance with rule 72 of the rules of procedure of the Council, States not members of the Council may submit proposals which may be put to the vote at the request of any member. This procedure has permitted many States not members of the Council to co-sponsor draft proposals submitted to the Council in recent years and to participate in subsequent consultations on such proposals. The format and procedure adopted by the Council in recent years for its informal consultations with a view to arriving at a consensus on draft proposals before it has further encouraged more active participation by States not members of the Council in its work. Such participation by States not members of the Council has increased from 49 in 1982 to 67 in 1984.

#### G. Preparation for the work of the General Assembly

42. General Assembly resolution 32/197 also highlighted the importance for the Economic and Social Council to assist in the preparation of the work for the Assembly. There has been a general feeling, as reported by the President of the Council in 1983, that greater use should be made of the Council, as at present structured, in order to alleviate the work-load of the Second Committee of the General Assembly. Greater interaction between the Council and the Second Committee of the General Assembly is increasingly regarded as highly desirable. Subsequent discussions on this question by the Assembly and the Council has further clarified the advantages of such interactions and the practical arrangements which might be made for a complementary distribution of work-load between them.

43. Recent recommendations of the Council contained in its decision 1983/164 of 22 July 1983 on ways and means to improve the documentation and organization of work of the Second Committee were endorsed by the General Assembly. The Assembly, in decision 38/429 of 19 December 1983, also decided to adopt, beginning at its fortieth session, a biennial programme of work for the Second Committee and requested the Council to submit recommendations in this regard to the Assembly at its thirty-ninth session. The Council, in decision 1984/182 of 27 July 1984, made some suggestions for a proposed biennial programme of work for the Second Committee, taking into account its own biennial programme of work. A decision by the Assembly at its thirty-ninth session on a biennial programme of work along the lines suggested by the Council will no doubt enable the Council to assist the Assembly in preparing its work in a more substantive and systematic manner, and will strengthen further the complementary distribution of work-load between the two. In this connection, it may be recalled that the General Assembly, in its resolution 34/212, decided to consider the possibility of assigning some items to the Council for consideration and final decision. The Assembly may wish to take this into account in formulating its biennial programme of work at its thirty-ninth session.

#### IV. OTHER UNITED NATIONS FORUMS FOR NEGOTIATIONS, INCLUDING THE UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT AND OTHER UNITED NATIONS ORGANS AND PROGRAMMES, SPECIALIZED AGENCIES, THE INTERNATIONAL ATOMIC ENERGY AGENCY AND AD HOC WORLD CONFERENCES

44. Paragraphs 16 and 17 of the annex to the General Assembly resolution 32/197 are in the nature of standing guidelines for future action by the United Nations organs and programmes, and other organizations of the United Nations system. Information on the action taken by governing and legislative bodies of the specialized agencies and the United Nations programmes and organs concerned in the context of General Assembly resolutions 32/197 and 33/202 was contained in section B of document E/1979/81 containing the first progress report by the Secretary-General for 1979 on the restructuring of the economic and social sectors of the United Nations system submitted to the second regular session of the Economic and Social Council that year. Sections II and III of that report deal with the General Assembly and the Economic and Social Council in providing an overall policy framework to United Nations organs and programmes, and organizations

of the United Nations system, taking fully into account the needs and requirements of the developing countries.

45. In addition to the mandate of UNCTAD in the areas of trade and development, paragraph 18 of the annex to its resolution 32/197, the General Assembly recommended further that "appropriate measures should ... be taken to enable UNCTAD, within available resources, effectively to play the major role envisaged in resolution 90 (IV) of 30 May 1976 of the Conference as an organ of the Assembly for deliberation, negotiation, review and implementation in the field of international trade and related areas of international economic co-operation, bearing in mind the need to maintain its close and co-operative relationship with the Assembly and to co-operate with the Economic and Social Council in carrying out the Council's responsibilities under the Charter".

46. In implementing its mandate, UNCTAD has, inter alia, provided a forum where a number of international agreements and conventions have been successfully concluded. These have included the negotiations of new or renegotiation of existing international commodity agreements. 11/

47. A major achievement was the Agreement Establishing the Common Fund for Commodities. Other important achievements include the generalized system of preferences, the entry into force of the Convention on a Code of Conduct for Liner Conferences concluded in UNCTAD, the United Nations Convention on International Multi-modal Transport of Goods negotiated under UNCTAD auspices, the Set of Multilaterally Agreed Principles and Rules for the Control of Restrictive Business Practices, the Substantial New Programme of Action for the Least Developed Countries and Trade and Development Board resolutions 165 (S-IX) and 222 (XXII) which provide for relief to low-income developing countries on their official debts and established detailed features for future operations relating to the debt problems of interested developing countries, respectively. It is, however, a cause of concern that many countries, including countries that play a major role in international economic co-operation, have not yet ratified some of the agreements concluded within UNCTAD, especially that establishing the Common Fund for Commodities, despite numerous resolutions of the Conference and of the General Assembly itself to that effect.

48. The further fulfilment of the deliberative, negotiating, reviewing and implementing role of UNCTAD, an organization which is centrally concerned with the development process, is contingent upon the way it can evolve and adapt itself to respond to the changing requirements of the international community. Responses to the following needs are called for:

(a) The implementation of UNCTAD's mandate taking into account the changing concerns of the international community. Special attention should be given in particular to the interrelated character of international economic issues and of the increasing interdependence among national economies, which require cross-sectoral approaches, and coherent and interrelated measures by the international community;

(b) The need to ensure proper adaptation of UNCTAD's intergovernmental machinery to new requirements;

(c) The need to strengthen the relationship, at the intergovernmental and secretariat levels, between UNCTAD and other major organs of the United Nations system to increase the effective performance by UNCTAD of its functions as a major negotiating instrument of the General Assembly on international economic issues, and to enhance the effective functioning of the system as a whole.

49. The growing awareness of global economic interdependence - both between national economies and between economic problems - has given major cross-sectoral thrust to the work of UNCTAD. At its sixth session, the Conference, in paragraphs 5, 6, 8 and 11 of a statement of 2 July 1983, called for concerted measures by the international community to reactivate the global economy and ensure accelerated growth and development on a sustained basis in developing countries. <sup>12/</sup> Thus the interdependence of problems of trade, development finance and the international monetary system continue to be regularly reviewed by the UNCTAD secretariat and the UNCTAD intergovernmental machinery.

50. A related concern influencing UNCTAD's work is that of structural adjustment which is crucial to the maintenance of an open trading system and to the expansion of exports of manufactures from the developing to the developed countries. In resolution 131 (V) adopted on 3 June 1979 at its fifth session, the Conference directed the Trade and Development Board to organize an annual review of the patterns of production and trade in the world economy within the context of protectionism and structural adjustment. To that effect, the Trade and Development Board decided, by resolution 226 (XXII) of 20 March 1981 on protectionism and structural adjustment, to establish a Sessional Committee to fulfil the mandate contained in Conference resolution 131 (V). The sixth session of the Conference adopted resolution 159 (VI) which, inter alia, spelled out the mandate of UNCTAD in the services sector, including specific commitments against protectionist measures, and further defined and amplified the mandate on structural adjustment given to the Trade and Development Board and to the Sessional Committee in the resolutions mentioned above.

51. A third area of importance to international economic relations, where adaptations and flexibility within the United Nations system is required, is that of economic co-operation among developing countries (ECDC). UNCTAD has been recognized as the focal point for ECDC in the light of the fact that, inter alia, it already possesses a relevant intergovernmental machinery, namely the Committee on Economic Co-operation among Developing Countries, established by resolution 142 (VI) of the Trade and Development Board on 23 October 1976. In the area of economic development among developing countries there is a need to respond flexibly in establishing arrangements for facilitating consultations and negotiations among partners.

52. The pace at which the international community is able to progress in arriving at decisions corresponding to the severity of problems faced may be handicapped not only by divergence of positions on the substance of the issues involved, but also by the extent and manner in which existing intergovernmental machineries are used

and the willingness of Governments to adapt them to new requirements so as to fulfil mandates more effectively.

53. In response to this need, the fourth session of the Conference decided, in its resolution 90 (IV) of 30 May 1976, that the Trade and Development Board should meet at the ministerial level every two years between sessions of the Conference, unless it decided otherwise. Sessions of the Board at the ministerial level would ensure that important issues within UNCTAD's mandate would have received attention, be negotiated and decided upon at the requisite high political level in the permanent machinery of UNCTAD also during the interval between sessions of the Conference. Discussions are now going on within the framework of the Trade and Development Board regarding the holding of a Ministerial Meeting of the Trade and Development Board in 1985.

54. The Trade and Development Board itself has also addressed, in its resolution 231 (XXII) of 20 March 1984 on rationalization of the permanent machinery of UNCTAD, the question of improving the effectiveness and responsiveness of UNCTAD so as to better fulfil its role. That resolution contains a number of measures and recommendations on the organization of the sessions of the Conference, on the Trade and Development Board and its Working Party on the Medium-Term Plan and the Programme Budget and on the UNCTAD committees and their subsidiary bodies. An important innovation in that resolution was the decision of the Trade and Development Board that, when it considered it appropriate, the main committees of UNCTAD hold joint meetings to focus on specific cross-sectoral issues within their fields of competence. This decision, however, has not yet been put into practice by the Trade and Development Board.

55. UNCTAD continues to contribute to the work of the General Assembly and the Economic and Social Council and to implement the relevant decisions of these bodies. The General Assembly reviews the work of UNCTAD and delegates to it mandates in specific areas within its competence. UNCTAD submits reports to the Assembly and to the Council as required, both on a recurrent and non-recurrent basis. For example, UNCTAD has contributed to the work of the General Assembly on the International Development Strategy for the Third United Nations Development Decade. UNCTAD has taken necessary measures to respond to the directives of the General Assembly on programming, planning, and evaluation activities, taking into account the requirements arising from UNCTAD's activities in support of negotiations. For example, resolution 231 (XXII) of the Trade and Development Board provides for the development of evaluation methods and for the introduction of programme evaluation in UNCTAD. The Secretary-General of UNCTAD has recently taken specific measures in regard to this matter on the basis of recommendations by a team of consultants.

56. Finally, successive sessions of the Conference, in a desire to increase the efficient performance of UNCTAD, have called upon the General Assembly to take into account the need for UNCTAD to have greater flexibility in budgetary, financial and administrative matters.



## V. STRUCTURES FOR REGIONAL AND INTERREGIONAL CO-OPERATION

57. Section IV of resolution 32/197 sets forth the most comprehensive legislative statement to date of the role of the regional commissions, as the main general economic and social development centres within the United Nations system for their respective regions. Follow-up actions taken within the Secretariat pursuant to this section of the resolution have been described in a series of successive reports on the implementation of the resolution, as well as in two comprehensive reports (A/35/546 and A/36/577) dealing exclusively with regional structures. In the light of these reports, several follow-up resolutions have been adopted by the General Assembly and the Economic and Social Council, culminating in resolution 37/214. The implementation of that resolution has in turn been the subject of two recent reports - A/38/505, which was before the General Assembly at its thirty-eighth session and A/39/97-E/1984/59 of 23 April 1984, which was reviewed by the Committee for Programme Co-ordination at its twenty-fourth session.

### A. Inter-agency co-operation at the regional level

58. Paragraph 20 of section IV of the resolution calls upon the regional commissions to "exercise team leadership and responsibility for co-ordination and co-operation at the regional level".

59. In several fields - such as industrialization, transnational corporations, food and agriculture, human settlements and the environment - relationships between the regional commissions and global United Nations organizations and agencies have long been institutionalized. <sup>13/</sup> In other fields, the pattern of relationships and modalities of co-operation vary considerably from programme to programme and from one commission to another.

60. Generally, the years since the adoption of resolution 32/197 have witnessed an intensification of co-operative or joint activities at the regional level and a strengthening of the co-ordinating role of the commissions.

61. In the Asian and Pacific region, the system of intergovernmental priority setting developed by the Economic and Social Commission for Asia and the Pacific (ESCAP) is of great potential use in the co-ordination of regional inter-country programmes, such as the recently proclaimed Transport Decade for Asia and the Pacific and the Tokyo Programme on Technology for Development. Periodic meetings of inter-agency committees or task forces are also convened by ESCAP in such areas as water, human settlements, technology, social development, health, participation of women in development, and integrated rural development. <sup>14/</sup>

62. In Africa, the Transport and Communication Decade has enabled the Economic Commission for Africa (ECA) as lead organization to co-ordinate its activities with those of other competent agencies and institutions, including the Organization of African Unity (OAU). Similarly, within the framework of the Industrial Development Decade for Africa, ECA is carrying out a joint programme of assistance with UNIDO and the OAU secretariat. Close co-operative arrangements have also been established with UNESCO covering all fields coming within the purview of that

organization. ECA is also playing an increasingly active role in connection with the annual meetings between OAU and the organizations of the United Nations system, which offer valuable opportunities for strengthening inter-agency collaboration in support of African development and economic growth. Reference should also be made in this context to the role assigned to the Executive Secretary of ECA, as the Secretary-General's representative on the African economic crisis.

63. Both ECA and the Economic Commission for Latin America and the Caribbean (ECLAC) have, in recent years, been devoting special attention to the promotion of concerted inter-agency action at the subregional level. The ECA's Multinational Programming and Operational Centres (MULPOCs), in which many United Nations agencies actively participate, are proving an increasingly useful instrument to this end. With regard to the ECLAC region, the example may be cited of the co-ordinating responsibilities being performed by the Caribbean Development and Co-operation Committee, for which ECLAC's subregional office in Port-of-Spain serves as secretariat.

64. In the European region, the Economic Commission for Europe (ECE) co-operates closely with practically every specialized agency and organization of the United Nations system in fields ranging from engineering industries and automation, to energy, standardization, agriculture, chemicals, coal, environment, electric power, gas, housing, building, employment, inland transport, science and technology, economic plans, programmes and perspectives, statistics, steel industry, timber, trade and water problems.

65. There are no new developments to report with regard to the recommendation in paragraph 22 of section IV of the resolution calling for measures to achieve "a common definition" by the system of regions and subregions. 15/

#### B. Relationships between Headquarters and the regional commissions

66. Paragraph 21 of section IV of the resolution states that the regional commissions should provide inputs for the global policy-making processes of the competent United Nations organs, should participate fully in the implementation of relevant policy and programme decisions taken by these organs, and should be consulted on the definition of the objectives to be included in the medium-term plans and fields of interest to them. Paragraph 26 of the same section states that, in order to enable the regional commissions effectively to discharge their responsibilities set out in the resolution, the necessary authority should be delegated to them and, to the same end, adequate budgetary and financial provision should be made for their activities. The provisions of paragraph 62 of section VIII (Secretariat support services) of the resolution, providing that the processes of allocating existing sectoral research and analysis activities to the new organizational entities at Headquarters (DIESA and DTCD) should make allowance for the "possibility of deploying appropriate elements to the regional commissions", are also relevant in this context.

67. The emphasis which the resolution places on the strengthening of policy and programme interactions between Headquarters and the commissions, on the one hand,

and on delegation of authority to the regional commissions, on the other, has guided the Secretary-General's approach to the relationships between global and regional entities in the Organization.

68. In his reports on the subject, the Secretary-General has repeatedly emphasized his concern with retaining and enhancing the cohesiveness of the work of the Organization, and with avoiding exclusive compartmentalization of activities at the global and regional levels. This stress on the integrated nature of the role and functions of the United Nations is without prejudice to an effective policy of administrative and programme decentralization, to which the Secretary-General continues to be fully committed.

#### 1. Delegation of authority and decentralization

69. During the period under review, advances with regard to delegation of authority and decentralization have continued to be made, although not uniformly in all areas. In the administrative area, clear-cut policies have gradually emerged, which have led to a considerable delegation of personnel and financial authority to the regional commissions, consistent with requirements for central administrative control. In relation to substantive programmes, on the other hand, while continuing attention has been given to rationalizing the distribution of responsibilities between global and regional entities, it has generally proved more difficult to develop and apply uniform approaches and criteria. As a result, progress has been uneven and it is difficult to make an overall assessment. Developments in this respect, as well as problems encountered, are analysed in some detail in document A/38/505, which was before the General Assembly at its thirty-eighth session.

70. As noted in that document, the adoption by the General Assembly of resolution 37/214, which was in turn based on the Joint Inspection Unit report entitled "Economic Commission for Africa: regional programming, operations, restructuring and decentralization issues", led to a new round of programme reviews in selected areas. The resulting document (A/39/97-E/1984/59), which was before the Committee for Programme Co-ordination (CPC) at its twenty-fourth session, set forth the Secretary-General's conclusions as to approaches that might guide the identification of further activities suitable for decentralization. It also identified categories of activities for which, in the Secretary-General's view, the main responsibility should remain with Headquarters units, but in respect of which it will be necessary in the future to go beyond existing patterns of collaboration between Headquarters and the regions, and ensure greater and more systematic involvement of the regional commissions at both the planning and implementation stages. These would be treated in the programme planning documents as "joint" activities. The comments of CPC on this report will be before the General Assembly at its thirty-ninth session. Both CPC and the General Assembly will have an opportunity to return to the matter next year, in the overall context of their review of the Secretary-General's programme budget proposals for 1986-1987.

## 2. Policy and programme interactions

71. Policy interactions between Headquarters and the regional commissions continued to intensify during the past years, although they are not yet conducted in as systematic and organic a fashion as would be desirable. At the intergovernmental level, the review and appraisal of the implementation of the International Development Strategy for the Third United Nations Development Decade and the preparation of global conferences have benefited, more systematically than in the past, from regional intergovernmental inputs. However, the co-ordination of the respective timetables of global and regional meetings has continued to prove difficult, at times. If further progress is to be made, mutual adjustments will be necessary.

72. At the secretariat level, the executive secretaries' meetings, under the chairmanship of the Director-General for Development and International Economic Co-operation, and the periodic meetings of senior officials in the economic and social fields, instituted by the Director-General in 1980, provide an opportunity to keep under periodic review major developments in the economic and social fields, and to consider their implications for the policies and activities of both global and regional entities. There is also a trend towards increasing participation by the regional commissions in recent years in meetings of the General Assembly, the Economic and Social Council, the Committee for Development Planning, and other global expert and functional bodies. However, mainly on account of budgetary constraints, it has not been possible to ensure sustained participation by the regional commissions in the subsidiary bodies of ACC. This matter will be given attention in the forthcoming consultations with the regional commissions concerning their submissions for the next programme budget.

73. Arrangements are also being made to promote a more systematic involvement of the executive secretaries of the regional commissions at all stages of programme planning and budgeting, particularly at the stage of formulation of programme planning and budgeting policies and guidelines. The periodic meetings of senior officials in the economic and social fields will be increasingly used for this purpose. Steps are also being taken to ensure closer involvement and participation of the regional commission secretariats and other programme managers in the preparatory work for the Programme Planning and Budgeting Board, and to facilitate the participation of the executive secretaries and the heads of other organizational entities, as necessary, in meetings of that Board.

74. A new practice has also been initiated involving the holding of inter-secretariat meetings, following sessions of the General Assembly and the Economic and Social Council, with a view to determining the most effective distribution of responsibilities for the implementation of Assembly and Council resolutions. It is expected that this will result in a better utilization of the capabilities of the Organization as a whole, at both the global and regional levels, in the implementation of central intergovernmental directives, and lead, over time, to an improved pattern in the distribution of responsibilities between global and regional entities, to be reflected in the Organization's medium-term plans and programme budgets.

75. It should be added that, pursuant to paragraph 3 (c) of resolution 37/214, steps are being taken to strengthen liaison arrangements between United Nations Headquarters and the regional commissions. Document ST/SGB/205 outlines the expanded functions entrusted to the Regional Commissions Liaison Office at Headquarters.

C. Operational responsibilities carried out by the regional commissions

76. The provisions of paragraph 23 of section IV of the resolution concerning the role of the regional commissions in operational activities were followed up in 1978 by General Assembly resolution 33/202 of 29 January 1979, which enjoined the commissions to serve as executing agencies in their own right for subregional, regional and interregional projects which are of an inter-sectoral character or which do not fall within the sectoral responsibilities of other United Nations organizations or agencies. Following the adoption of that resolution, regional and subregional projects previously executed by the Department of Technical Co-operation for Development have been decentralized to the commissions, with a few exceptions stipulated at the request of the Governments concerned, with the agreement of the commissions.

77. Since the adoption and implementation of General Assembly resolution 32/197 the amount of UNDP-financed projects executed by the regional commissions has shown a substantial increase both in absolute amounts and, more significantly, as a share of UNDP regional programmes. The following table illustrates the amounts and shares of total approved UNDP-financed regional projects executed by the regional commissions, as at 30 June 1978 and 30 September 1983, respectively. The value of such projects, as a share of total UNDP regional programmes, increased from 3.5 per cent in 1978 to 15.2 per cent in 1983.

Regional commissions share of approved regional projects,  
1978 and 1983

<u>Agency</u>	<u>1978</u>			<u>1983</u>		
	<u>No. of projects</u>	<u>\$'000</u>	<u>Share (per cent)</u>	<u>No. of projects</u>	<u>\$'000</u>	<u>Share (per cent)</u>
ECA	10	1 470	0.56	21	20 346	5.65
ECLAC	6	1 802	0.68	8	6 201	1.72
ESCAP	8	5 897	2.25	24	22 526	6.26
ECE	2	50	0.02	5	2 582	0.71
ECWA	-	-	-	5	3 031	0.84
<b>Total</b>	<b>26</b>	<b>9 219</b>	<b>3.52</b>	<b>63</b>	<b>54 686</b>	<b>15.19</b>
<b>All agencies</b>	<b>530</b>	<b>261 757</b>		<b>427</b>	<b>359 979</b>	

78. In the years since the adoption of the resolution, UNDP's relations with the regional commissions have been progressively strengthened, as has the role played by the commissions in the regional intergovernmental meetings convened by UNDP for the setting of priorities and the review of proposals for inter-country programmes. Examples of various forms of co-operation between UNDP and the regional commissions are provided in document A/38/505 (see note to para. 22), referred to above.

79. DTCD is likewise expanding its collaboration with the commissions and modalities are being developed to enable the commissions and DTCD to extend each other advice in the elaboration of projects and activities coming within their respective spheres of responsibility, and to contribute expertise to each other in the course of project implementation. Also, guidelines have been drawn up jointly by DTCD and the commissions to improve the co-ordination of regional and interregional advisory services. These guidelines envisage the preparation of an integrated roster of interregional and regional advisers, consultations between Headquarters and the commissions on travel schedules and missions and information exchanges regarding the implementation of technical co-operation programmes in general.

#### D. Promotion of subregional, regional and interregional co-operation

80. Paragraphs 24 and 25 of section IV of the resolution called upon the regional commissions to intensify their efforts "to strengthen and enlarge economic co-operation among the developing countries at the subregional, regional and interregional levels" and to reinforce arrangements for the continuous exchange between them of information and experience.

##### 1. Subregional and regional co-operation

81. The promotion of subregional and regional co-operation has constituted the main *raison d'être* of the regional commissions since their inception. This role is acquiring important new dimensions with the increasing emphasis being placed by developing countries on the concept of self-reliance and economic and technical co-operation among them. In Asia and the Pacific, ESCAP resolution 194 (XXXV) of 1979 provides the main policy framework to guide the intensification of economic and technical co-operation among the developing countries in the region in respect of research and information exchange as well as training. <sup>16/</sup> In 1983, ESCAP in collaboration with UNDP, organized a round of negotiations among developing member countries which resulted in 32 new bilateral and four regional co-operative projects.

82. In the ECA region, the MULPOCs constitute the main instruments, under the aegis of the commission for promoting and sustaining economic co-operation and integration among African countries. <sup>17/</sup> ECA's assistance programmes continue to place special emphasis on the establishment of multinational African institutions in areas such as financial and banking services, earth resources, industrial development and services, social and economic development planning and management and trade and transport.

83. The promotion of economic and technical co-operation, and the provision of support for regional and subregional economic integration schemes is also given the highest priority by ECLAC, working closely with such regional organizations as the Latin American Integration Association, the Inter-American Development Bank, the Caribbean Development Bank and the Latin American Economic System. The commission secretariat is especially active in the execution of subregional and regional ECDC and TCDC promotional projects, and in assisting Governments in the development of national centres for ECDC/TCDC.

## 2. Interregional co-operation

84. Even prior to the adoption of General Assembly resolution 32/197, the Economic and Social Council, in its resolution 2043 (LXI) of 3 August 1976, had emphasized that the regional commissions, with their experience in promoting regional and subregional co-operation, were the appropriate institutions within the United Nations "for the formulation, co-ordination and implementation of programmes for the promotion also of interregional co-operation". This important dimension of the commissions' responsibilities was recently reinforced in Council resolution 1983/66 of 29 July 1983, which placed special emphasis on "the identification of areas for practical co-operation and the initiation, co-ordination and implementation of co-operative programmes and projects".

85. The commissions will, in carrying out these responsibilities, be able to draw on several joint initiatives they have taken in recent years. Collaboration between ECA and ECWA is long-standing, in the framework of Afro-Arab co-operation. The ECLAC and ECA secretariats prepared during 1981/82 joint proposals for interregional co-operation in areas such as interregional trade, human resources development and utilization, and science and technology. Following an interregional meeting in Addis Ababa in June 1982, a number of follow-up activities involving trade expansion between Africa and Latin America and co-operation in mineral resources development are now in progress. <sup>18/</sup> In the same context, reference should be made to the consultations currently under way between ESCAP and ECWA on problems of transport and communication, and labour migration, and to the studies being conducted on the potential for the strengthening of interregional trade between Asia and Latin America.

86. For its part, ECE has recently formulated a proposal for the establishment, within its secretariat, of an interregional service for the exchange of economic data (SEED). The aim of the service would be to disseminate to other regions, through their respective commissions, technical information available within ECE, and to share the experience gained by the commission in the promotion of co-operation among countries which are at different stages of development and which have different economic systems. The service would include not only the dissemination of documentation and of information on technical regulations and administrative procedures, but also the provision of advisory services and the organization of study tours for experts in other regions.

87. Proposals for the further intensification of these activities are before the second regular session of the Economic and Social Council, 1984 in document A/29/154-E/1984/46 and Corr.1.

F. Rationalization of the structure of the regional commissions

88. Paragraph 27 of section IV of the resolution calls upon the regional commissions to "rationalize their structure, inter alia, by streamlining their subsidiary machinery". The main actions taken by the regional commissions in response to this recommendation are outlined in the following paragraphs.
89. ECA: In 1979, the Conference of Ministers of ECA adopted resolution 330 (XIV), in which it decided to abolish its Executive Committee and Technical Committee of Experts, and to replace them with a Preparatory Committee of the Whole. It also decided to merge three of its subsidiary bodies into a joint Conference of African Planners, Statisticians, and Demographers. The Conference of Ministers has now decided to resume its previous practice of annual, rather than biennial, meetings.
90. ESCAP: The conference structure of ESCAP, comprising nine subsidiary committees, was established in 1974 and reviewed in 1980. A number of modifications concerning the structure of the sessions of the Commission itself were adopted in 1983. At its fortieth session, the Commission agreed to abolish its Technical and Drafting Committees, and to divide its Committee of the Whole into two separate committees. Proposals for further improvements in the functioning of ESCAP's subsidiary committees are to be formulated by the Executive Secretary in consultation with the Advisory Committee of Permanent Representatives, for consideration by the Commission at its next session.
91. ECLAC: By its resolution 419 (Plen. 14), ECLAC decided to maintain its existing institutional structure while further rationalizing its machinery, and bringing its pattern of conferences and meetings into line with the two-year programme budget cycle introduced by the General Assembly.
92. ECE: The Commission decided to undertake at its thirty-ninth session an examination and evaluation of its programmes, in the light of developments since its previous review in 1976. It had before it a report of the Executive Secretary containing preliminary proposals for an adapted work programme for ECE as well as suggestions for the replacement of the Sessional Committee of ECE by a Programme and Co-ordination Committee and the streamlining of the subsidiary structures of the Commission. The Commission requested the Executive Secretary to convene an ad hoc group to examine the matter, in the light of a report by the Executive Secretary on the views of member States, and relevant recommendations of the principal subsidiary bodies of the Commission, and decided to revert to the matter at its fortieth session.
93. ECWA: At its last session, ECWA adopted resolution 125 (XXI), in which it recalled its previous decision to establish a Standing Committee for the Programme and recommended that the Economic and Social Council should designate that Committee also as ECWA's "Technical Committee", and add to its terms of reference the discussion of items on the provisional agenda of the Commission, in preparation of its meeting at the ministerial level.



## VI. OPERATIONAL ACTIVITIES

94. The General Assembly, in its recommendations on operational activities, stated that restructuring measures should serve to promote the achievement of four objectives, namely a real increase in resources on a predictable, continuous and assured basis; the provision of assistance in conformity with the national objectives and priorities of the recipient countries; the orientation of these activities and the allocation of available resources to reflect fully the overall strategies, policies and priorities of the General Assembly and the Economic and Social Council; and the achievement of optimum efficiency and the reduction of administrative costs.

95. Within the framework of these broad objectives, a major concern of the resolution was the promotion of coherence in operational activities, whether within the United Nations itself, or with regard to the system as a whole, with special emphasis being placed on arrangements for achieving improved coherence of action at the country level, in accordance with the objectives and priorities of the Government concerned.

96. Pursuant to the recommendations in paragraph 30 of section V, the General Assembly established in 1980 the practice of triennial policy reviews of operational activities by the General Assembly and Economic and Social Council, and annual reviews by the Assembly itself, on the basis of reports to be submitted by the Director-General for Development and International Economic Co-operation.

97. Accordingly, two annual reports (1981 and 1982) and one policy report (1983) have so far been submitted by the Director-General. The annual report for 1984 has been issued under symbol A/39/417. Consideration of these reports has enabled the General Assembly and the Economic and Social Council to keep under review progress in the attainment of the objectives set out above, and more generally, in the implementation of the provisions of section V of the resolution. The following paragraphs draw heavily on these reports, particularly that prepared for the 1983 policy review, and on the conclusions thereon of the Assembly, as contained in its resolution 38/171 of December 1983.

98. Some of the provisions of the resolution - for example, those relating to the establishment of a single pledging conference, the designation of a single official at the country level, and the carrying out of comprehensive policy reviews - have been carried out. The implementation of other aspects of section V has proceeded more slowly, for example those relating to the use of the UNDP country programming process as a frame of reference for operational activities. Yet other aspects of the resolution have not so far been acted on (see in this connection paras. 100 and 115 below). Also in respect of those issues for which progress can be reported, there are still outstanding matters, as discussed below.

99. The approach to operational activities embodied in the resolution has retained all of its validity. Recent experiences, including the response of the international community to the critical economic and social situation in Africa, have demonstrated, inter alia, the need for a real increase in the flow of resources for operational activities of the United Nations system on a predictable,

continuous and assured basis, as well as the need for concerted action at the country level by all involved - Governments, bilateral aid agencies and multilateral institutions. The coherence of the system's own operational activities needs to be further strengthened.

A. Mobilization of resources and proposed integration in respect of United Nations development funds

100. No specific action has so far been taken by relevant intergovernmental bodies to pursue the "integration measures", envisaged in paragraph 30 of the resolution, with regard to existing United Nations programmes and funds for development financed from extrabudgetary resources. The General Assembly set forth two conditions for such integration - namely that it would stimulate substantially higher levels of voluntary contributions and that it should accordingly be carried forward with due regard to current levels of contributions.

101. No uniform pattern has emerged among United Nations funds and programmes with regard to recent resource mobilization. Contributions to the main programme resources of UNDP and UNFPA have stagnated for the last several years at around \$700 million and \$130 million, respectively. Contributions to UNICEF's general resources, which had grown in the recent past, declined in 1983. Such trends in resource mobilization appear to be largely due to fluctuations in the exchange rate that adversely affected contributions when expressed in United States dollars. For example, aggregate contributions expressed in national currencies from members of the Development Assistance Committee (DAC) to UNDP have grown at an annual average compound rate of 8.2 per cent since 1976. Most recent indications suggest some increase in nominal United States dollar terms in 1984 that may signal a return to upward trends in resource mobilization.

102. Contributions to the several funds administered by UNDP and to other funds and programmes managed by entities of the United Nations, whilst small in the aggregate, have increased in the six years since the adoption of resolution 32/197. There are signs, however, that these contributions are also showing a stabilizing or, in some cases, downward trend. It nevertheless appears that higher levels of voluntary contributions have been achieved essentially through increased resources for special purpose funds.

103. Such growth as has taken place appears to reflect the desire of donors to contribute to specific funds and programmes that address particular development problems in which they have a special interest and in countries to which United Nations expertise and capabilities would be particularly appropriate. It should, however, be noted that some donors are at present reviewing their different bilateral and multilateral aid flows, with a view to a possible strengthening of contributions to the main programme resources of UNDP. 19/

104. Recourse to central funding would, as suggested in the 1983 policy report, allow recipient countries through the accompanying process of country programming "to establish overall priorities for the utilization of resources in accordance with national planning and priorities". At the same time, as the report notes, "to

the extent that central funding does not mobilize resources that may otherwise be available as a result of public support for particular programmes, it does not necessarily result in the largest possible flow of resources for the system's operational activities".

105. Measures short of the integration of funds have nevertheless been pursued (see para. 115 below). Thus, efforts to promote better co-ordination among different funding sources are in train. Also, one way of providing both for an expanding resource base and for overall efficiency and economy in administrative costs is to group separate funds, each of them retaining its own identity, in one organization. There are now several "windows" for different purposes within UNDP coming under the responsibility of the Governing Council and managed by the Administrator. This arrangement enables contributions to be earmarked for specific purposes, promotes administrative efficiency and facilitates integration with the UNDP country programming process.

#### B. Single pledging conference

106. The General Assembly, in paragraph 31 of section V of the resolution, decided that there should be held a single annual United Nations pledging conference for all United Nations operational activities for development. Accordingly, organizational arrangements were made for the convening of such pledging conferences, starting in 1978. 20/

107. The General Assembly also asked that information be provided to the pledging conference concerning previous and current contributions for the various funds and programmes. The reports of the Director-General on operational activities contain such information and are therefore made available to the pledging conference. Background information on the funds and programmes participating in the conference is provided in the letter of convocation. The annual United Nations Pledging Conference is convened without prejudice to other arrangements for the mobilization of resources by funds and programmes.

#### C. Uniformity of procedures

108. Paragraph 32 of section V provides that measures should be taken to achieve maximum uniformity of administrative, financial, budgetary, personnel and planning procedures on a system-wide basis. A review of progress may be found in the ACC overview report for 1983/84 and in the Director-General's 1982 annual report. Strict uniformity of procedures is unattainable. Appropriate harmonization, whilst not an end in itself, could, however, contribute to enhancing efficiency and reducing costs for both recipient countries and for organizations of the system. Action is underway to that end, with particular reference to project formulation and reporting requirements and to evaluation procedures. ACC keeps under review prospects for further harmonization, in light of the progress achieved to date.

D. Coherence of action at the country level

109. After calling for improved coherence of action and effective integration at the country level of the sectoral inputs of the United Nations system, the resolution provides, in paragraph 33, that the UNDP country-programming process should be utilized as a frame of reference for operational activities financed by organizations from their own resources.

110. These provisions of the resolution have stimulated greater awareness by organizations of the UNDP country-programming process, which is often used as a basis for the mobilization of resources for technical co-operation from bilateral and other multilateral sources. However, it would appear that the achievement of greater system-wide coherence, as desired by the General Assembly, will require supplementary approaches. This is due to the differing legislative mandates and programme objectives of the various organizations, which cannot be easily modified and have led to a range of differing programming processes, and the fact that the particular procedures of UNDP cannot always be readily applied to other organizations. Also, the magnitude of resources likely to be available from non-UNDP sources are sometimes not known at the time of the UNDP country-programming exercise, thus greatly limiting the effectiveness of efforts towards joint programming.

111. In paragraph 34 of the resolution, the General Assembly further provided that overall responsibility for, and co-ordination of, operational activities for development carried out at the country level should be entrusted to a single official who should exercise team leadership and be responsible for evolving, at the country level, a multi-disciplinary dimension in sectoral development assistance programmes. The process for designation of Resident Co-ordinators was set in motion in 1980, following discussions by ACC and subsequently by the General Assembly at its thirty-fourth session. In accordance with the ACC and General Assembly understandings, the Resident Representative of UNDP is normally designated Resident Co-ordinator, after consultation with the organizations of the system and with the consent of the Government concerned.

112. ACC reviewed the experience with the functioning of these new arrangements and concluded that the system had been in place for too brief a period to permit a firm judgement. The manner in which Resident Co-ordinators exercise their functions varies from country to country, conditioned by the Government's own arrangements for the co-ordination of external assistance, the extent of agency representation in each country and the nature of operational activities carried out in the particular country. Governments have generally welcomed the new arrangements for the co-ordination of operational activities at the country level. ACC also concluded that arrangements for inter-agency co-ordination at the country level and for the functioning of the Resident Co-ordinator should be allowed to develop further in a flexible and pragmatic manner.

113. At its last session, the General Assembly called for further steps to be taken to promote coherent action among organizations at the country level. A number of measures are under way to this end, including efforts towards more co-ordinated programming by UNDP, UNFPA, UNICEF and WFP as indicated by the four executive heads

in a joint letter of 26 March 1984 to their respective representatives; country-level consultations in the context of the Secretary-General's initiative on Africa; preparation for and follow-up to round tables in least developed countries; more systematic exchange of information among agency representatives; a JIU study on the field office structure of organizations; and the introduction of annual reporting by Resident Co-ordinators supplementing the annual reports on development assistance prepared by the UNDP Resident Representative. Information on these matters is also included in the Director-General's annual report on operational activities submitted to the General Assembly at its thirty-ninth session (A/39/417).

114. Governments of developing countries can themselves do much to further coherence of action by organizations at the country level, particularly by developing and refining their own programming and planning methodologies. Progress is being achieved in several countries, assisted in some cases by technical co-operation in the field of development planning provided by the Department of Technical Co-operation for Development of the Secretariat.

#### E. Single governing body for operational activities

115. Paragraph 35 of the resolution states that consideration should be given by the General Assembly to the establishment of a single governing body responsible for the management and control, at the intergovernmental level, of United Nations operational activities for development. The body should replace existing governing bodies. UNEP, UNICEF and WFP would be excluded. The Assembly has not as yet addressed this matter. It may, however, be noted that over the past few years the Assembly has become more deeply involved in the consideration of system-wide issues pertaining to operational activities, a reflection of the importance that Member States attach at the highest political level to this aspect of the economic and social work of the United Nations. This involvement may be expected to deepen further, in the light of experience. In this connection, organizational measures to enable the Second Committee to discharge effectively its responsibilities in this regard, whether in the context of the triennial policy reviews or of its annual reviews, may need further consideration.

116. Finally, in paragraph 36 of the resolution, the General Assembly called for steps to ensure adequate developing country representation at the executive management and other central decision-making levels of the secretariat structures in the area of operational activities for development of the United Nations system. In its report on the implementation of the resolution (E/1978/107), ACC noted that this was a matter for individual executive heads to act on as the chief administrative officers of their respective organizations and stated that executive heads approached the issue constructively, in the context of overall policies aimed at bringing about a more equitable application of the principle of geographical distribution. Efforts in this direction have continued to be pursued both at the Headquarters and field levels.

## VII. PLANNING, PROGRAMMING, BUDGETING AND EVALUATION

117. Section VI to the annex to resolution 32/197 contains provisions relating to procedures for planning, programming and the setting of priority within the United Nations (paras. 38-40); the harmonization of medium-term plans and programme budgets on a system-wide basis (paras. 39, 43 and 45) and the conduct of prior consultations on work programmes among the organizations of the system (para. 44); the submission to intergovernmental bodies of programme budget implications of proposals (para. 49); evaluation (paras. 39 and 42); and the functioning of CPC and the Advisory Committee on Administrative and Budgetary Questions and relationships between them (paras. 41 and 46-48).

118. Since the adoption of resolution 32/197, the Organization's policies and procedures relating to planning, programming, budgeting and evaluation have undergone a considerable evolution. In 1978, programming planning and programme budgeting procedures were still at an experimental stage. The agreement on methodologies which has developed since then has made it possible for the General Assembly, on the recommendation of CPC, to codify procedures in a set of regulations governing programme planning, the programme aspects of the budget, the monitoring of implementation and methods of evaluation (resolution 37/234 of 21 December 1982). Rules elaborating on the application of the regulations have since been promulgated by the Secretary-General (ST/SGB/204).

119. The progressive strengthening of programme planning and programme budgeting within the Organization - and the opportunities which these processes offer for effective priority setting, the identification of marginal activities and redeployment of resources from higher to lower priority programmes - is facilitating the efforts of the Secretary-General to pursue a policy of maximum budgetary restraint, while maintaining the capacity of the Organization to meet adequately the assistance requirements of Member States, particularly the developing countries, and respond effectively to the needs of the international community for intensified multilateral co-operation.

120. The Secretary-General is assisted in this regard by a Programme Planning and Budgeting Board, established in 1982, under his chairmanship, or, in his absence, that of the Director-General for Development and International Economic Co-operation (see ST/SGB/190). The main aim of the Secretary-General in establishing this Board was to facilitate the development and implementation of comprehensive Secretariat policies, which would effectively integrate the programmatic and financial requirements of the Organization. The Board played a central role in all phases of the preparation of the 1984-1985 programme budget and serves as Steering Committee for evaluation studies within the Secretariat. A Central Monitoring Unit has also been established, under the authority of the Board, to assist in the review and monitoring of the implementation of programmes of work during the programme budget biennium and to prepare programme performance reports for consideration by CPC and the General Assembly.

121. A basic concern of the Board in its work has been to maximize the usefulness of the programme planning and budgeting process to Member States, in guiding and orienting the Organization's activities, and to the Secretary-General, in ensuring

the effective management of the Secretariat and the responsiveness of its programmes to intergovernmental directives. At the same time, care is being taken that the relevant methodologies are also well-suited to the needs of programme managers and are utilized by them, not only for purposes of reporting but also as managerial tools to improve the design of their activities and monitor their effectiveness.

122. Efforts are likewise being made to strengthen the evaluation function within the Organization, and to utilize fully the results of both internal and external evaluation exercises conducted in recent years.

123. Specific developments relevant to the implementation of section VII are outlined below. 21/

#### Medium-term planning

124. The conception of the plan has changed within the United Nations from a four-year rolling plan, completely rewritten every two years, to a six-year fixed-horizon plan, revised every two years to incorporate the results of new mandates. This change has resulted in a major reduction in the volume of documentation and time associated with the planning process. The 1984-1989 plan, the first to be prepared on a six-year fixed-horizon basis, was also the first to be formally adopted by the General Assembly, thus becoming, in the wording of resolution 31/93, the "principal policy directive" of the United Nations. Prior to the final formulation of the plan, an extensive procedure of review of drafts by specialized and regional intergovernmental bodies had been carried out.

125. Approaches to priority-setting, at a level appropriate to the scope of the plan have also been agreed upon (resolution 36/228 of 18 December 1981). However, their application in the 1984-1989 plan proved difficult. The Secretary-General elaborated on the subject in a report submitted to the last session of the General Assembly (A/C.5/39/1). As indicated in that report, subsequent improvements in priority-setting, introduced in 1984-1985 programme budget, will be drawn upon in the preparation of next medium-term plan. The current medium-term plan is being supplemented with programmes to cover common services.

#### Harmonization of medium-term plans within the United Nations system

126. All United Nations agencies that are engaged in medium-term planning have agreed to adopt a six-year fixed-horizon plan for a common period. However, different planning methods continue to be followed within the system. FAO, for example, has medium-term objectives but no plan as such. The degree of generality of other agencies' plans is also generally higher than that prescribed by CPC and the General Assembly for the United Nations plan. Consultations were conducted with the concerned agencies on the two new major programmes (energy and marine affairs) included in the current United Nations plan, and the results were reflected in the plan, through cross-references to other agencies' planning documents. These procedures will be applied on an expanded scale in the preparation of the medium-term plan proposals for 1990-1995, beginning in 1986.

### Programme budgeting

127. The methodology developed for the programme aspects of the budget, in particular the specification of standard categories of outputs and the designation of priorities at the programme element level, is regarded as essentially satisfactory as far as substantive activities are concerned, and its application to common services is under way. Also, budget methodology is now well established to permit the transformation of the biennial instructions into a manual expected to have validity for several bienniums.

### Harmonization of budget presentation within the United Nations system

128. A considerable measure of harmonization has been achieved by those organizations of the system which have introduced programme budgeting. All of them now prepare biennial programme budgets on the same cycle, and the subprogramme has generally been agreed upon as the basic unit for joint programming. In addition, steps are now under way to develop, along side ACC's sectoral Programme Classification, supplementary multidisciplinary programme classifications which would facilitate comparison among programmes and serve as a basis for intensified joint programming.

### Prior consultations on work programmes within the United Nations system

129. The tight timetables under which most organizations operate for the preparation and substantive review of their programme budgets has continued to be the main obstacle to more effective prior consultations. The United Nations itself, in an effort to overcome this problem, decided to circulate its 1984-1985 programme budget proposals at an early draft stage, and was accordingly able to obtain the views of the specialized agencies and to place them before CPC. ACC, for its part, has agreed that informal prior consultations before proposals are finalized should be encouraged. This involves consultations among programme managers in different organizations, exchanges of early drafts and, where merited, meetings of programming officials to concert plans and programmes.

### Programme implications statements

130. After considerable debate in CPC and the General Assembly, procedures have now been agreed upon for the provision of statements of programme, in addition to financial and administrative, implications of proposals to be considered by the General Assembly at its thirty-ninth session. A report on the experience gained will be reported to the General Assembly at its fortieth session through CPC at its twenty-fifth session in May 1985.

### Programme performance reports

131. With the third programme performance report, on the biennium 1982-1983, the methodology for such reporting has been consolidated. The Central Monitoring Unit (see para. 120 above) is instituting procedures for the monitoring of the implementation of programme commitments during the biennium 1984-1985. The basis for this monitoring has been established by the General Assembly in resolution 37/234. 22/



## Evaluation

132. In 1978, as part of the implementation of General Assembly resolution 32/197, responsibilities for evaluation functions in the economic and social areas were assigned to the Programme, Planning and Co-ordination Division of the Department of International Economic and Social Affairs. Responsibility for evaluation in other areas continues to be carried out by the programme analysis and evaluation unit of the Office of Financial Services in the Department of Administration and Management. At the same time, some organizational entities, such as UNIDO and ECWA, have established units for self-evaluation. The responsibilities involved in the function of "central" evaluation have recently been elaborated and their relationship to those of the regional and sectoral units clarified.

133. Several evaluation studies have been reviewed by CPC in the past few years and other intergovernmental bodies concerned, based on findings of the central evaluation units, the most recent and the most comprehensive being the evaluation of the UNDP-financed technical co-operation activities of UNIDO in the field of manufactures which was before CPC at its twenty-fourth session. The methodology for programme evaluation has been progressively refined and is now generally accepted. Self-evaluation, on the other hand, is being implemented in phases. As an initial measure, an evaluation manual of concepts and procedures for self-evaluation in both research and technical co-operation activities is being finalized for use by programme managers. Orientation and training activities are at the same time being undertaken to facilitate the conduct of self-evaluation. JIU has issued a glossary of evaluation terms and other reports which are proving extremely useful for the development of a common evaluation approach in the United Nations system.

## Relationship between the Committee for Programme and Co-ordination and the Advisory Committee on Administrative and Budgetary Questions

134. The two Committees have continued to co-operate with one another in the discharge of their respective responsibilities as called for in resolution 32/197 and reaffirmed in resolution 36/228. Regulation 4.8 of the regulations governing programme planning, the programme aspects of the budget, the monitoring of implementation and methods of evaluation provides for examination by the Advisory Committee of the programme budget implications of the recommendations of CPC on the proposed programme budget, and for the simultaneous consideration by the General Assembly of the reports of both Committees on each section of the proposed programme budget. In addition, the Chairmen of the two Committees have consulted one another as required on matters of common concern, and contacts are maintained at the working level between Secretariat officials providing services to the two Committees.

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135. The experimental phase of programme planning and programme budgeting work within the Organization has, by and large, been concluded. Improvements, however, still need to be introduced in several respects. The usefulness of these processes as day-to-day management tools needs to be strengthened. Also, while the respective roles in the process of CPC and sectoral and regional bodies within the Organization have been codified in the programme planning rules, there are several aspects of their interactions which need to be further clarified. The evaluation function needs to be further strengthened. In the area of common services, the development of planning, programming and performance monitoring methodologies, which has only recently commenced, will have to continue for some time before a codification similar to that in the substantive areas is possible. Also, the experience to be gained in the preparation and consideration of integrated programme, financial and administrative implication statements on draft resolutions during the thirty-ninth session of the General Assembly will enable the Secretariat to review and submit a report in this regard to the Assembly at its fortieth session through CPC at its twenty-fifth session, as envisaged in Assembly resolution 38/227 A of 20 December 1983. Similarly, in the area of programme performance monitoring, the functioning of the Central Monitoring Unit within the Secretariat will have to be assessed in the light of experience.

#### VIII. INTER-AGENCY CO-ORDINATION

##### A. Objectives of inter-agency co-ordination

136. Paragraphs 50 to 53 of section VII of the resolution outline the objectives of inter-agency co-ordination, and set out the broad tasks on which inter-agency co-ordination at the inter-secretariat level should concentrate.

137. In previous reports on the subject (E/1978/107 of 2 June 1978 and E/1978/144 of 20 November 1978), the Administrative Committee on Co-ordination (ACC) welcomed the process of restructuring initiated by the General Assembly as an opportunity for the United Nations system to reappraise the direction and emphasis of its activities, strengthen institutional relationships and co-operative arrangements and, through greater coherence of action, increase the impact of its response to the policy objectives set for it by the international community. ACC observed that the multiplicity of problems hindering development could only be overcome by wide-ranging measures, many of them multidisciplinary in nature, drawing on the assistance, contributions and experience of all organizations concerned. It was, therefore, essential to mobilize and integrate the inputs and activities of the organizations at the planning and programming stages and to pool the efforts and resources of the system in order to give effect to the directives, priorities and overall policy guidelines established by the General Assembly and the Economic and Social Council. ACC added that it regarded its supporting role vis-a-vis the central intergovernmental bodies of the United Nations as a major consideration in the determination of its methods of work. These approaches were reiterated in the most recent annual report of ACC (E/1984/66 of 10 May 1984), in which ACC emphasized that inter-secretariat co-ordination was being pursued "as an integral part of the substantive support provided to intergovernmental bodies for the discharge of their policy-making functions and as a vehicle for policy and

programme execution". The report also details the specific progress made with regard to the development of co-operative and joint planning of programme activities, particularly in primary health care.

B. Restructuring of the Administrative Committee on  
Co-ordination machinery

138. Paragraphs 54 and 55 of section VII of the resolution provide guidance as regards the orientation and methods of work of ACC and the restructuring of its subsidiary machinery.

139. Pursuant to these provisions of the resolution, major changes were introduced in the functioning and structures of ACC and its subsidiary machinery. The present structures involve an Organizational Committee and two main consultative committees concerned with substantive and administrative questions (CCSQ and CCAQ, respectively). The former Committee has two distinct components, one charged with dealing with programme and related matters (CCSQ (PROG)), the other responsible for operational activities (CCSQ (OPS)). CCAQ also has two components, one dealing with personnel and general administrative questions (CCAQ (PER)) and the other with financial and budgetary issues (CCAQ (FB)). Five permanent subsidiary bodies carry out service or technical functions on behalf of the United Nations system as a whole and provide technical or policy advice to ACC in order to assist intergovernmental bodies on a continuing basis. 23/

140. A large part of the work of ACC and its subsidiary machinery, however, is carried out by means of ad hoc inter-agency consultations, meetings or working groups, which are convened to address specific, well-defined tasks. Whenever possible, these inter-agency meetings and consultations are held in conjunction with meetings of the relevant intergovernmental body in a particular field, to ensure a rapid and effective response to the requests of such bodies for inter-secretariat action.

141. While ACC believes that the above structure meets immediate needs in complying with requests for action, inputs and co-ordination of activities by intergovernmental bodies, it is fully conscious of the need for continued action to improve the efficiency and effectiveness of its machinery. Hence ACC has reviewed the situation from time to time and will continue to do so. ACC and its Organizational Committee have paid particular attention over the past three years to avoiding both the creation of new machinery and an increase in the total number of inter-agency meetings of all types. No new subsidiary machinery has been created under the aegis of ACC since 1978, except in response to specific requests of intergovernmental bodies. Also, the number of meetings has steadily decreased, without impairing the operation of inter-agency co-ordination. 24/ Similar measures of economy have been achieved in terms of the documentation issued under the aegis of ACC. 25/

142. In its most recent annual report, ACC brought to the attention of CPC and the Economic and Social Council two related problems about which it expressed its concern, namely, the large number of decisions of intergovernmental bodies calling

for inter-agency consultations or meetings and the considerable increase in the number of requests by bodies outside the United Nations system, which were supported by the General Assembly, for meetings with the secretariats of the organizations of the system and for inputs into the work of those bodies. ACC recommended that "appropriate steps should be taken to reflect the system-wide financial implications of such decisions rather than merely the cost for the United Nations budget, as is the case at present". Its report went on to state: "ACC feels that there is a need for further precision of the nature, purpose and frequency of such meetings, in the light of the need to rationalize contacts between the organizations of the United Nations system and organizations outside that system. ACC has noted with interest, in this context, the deliberations of CPC at its twenty-third session, concerning methods and procedures for the provision of statements of programme implications to the General Assembly (see A/38/38 (Part I), paras. 198-203). ACC stands ready to assist in rationalizing the pattern of inter-agency meetings necessitated by decisions of intergovernmental bodies, in the interest of good administration and cost effectiveness in inter-agency co-ordination".

143. It should be added that in accordance with the relevant recommendation in paragraph 55 of this section of the resolution, the Executive Secretaries of the regional commissions, under the authority of the Secretary-General, are invited to participate in the work of ACC, on matters of concern to their respective commissions, as well as in meetings of ACC's subsidiary bodies (see also in this connection, para. 113 above).

C. Improvements in communications between the Administrative Committee on Co-ordination and intergovernmental bodies

144. Paragraph 56 of section VII of the resolution contains recommendations regarding the improvement of communications between ACC and intergovernmental bodies, which were reiterated in General Assembly resolution 37/214 of 20 December 1982.

145. Informal consultations on the subject were held at the time of the second regular session of the Economic and Social Council, 1980, with the participation of members of both the Council and ACC. During these consultations, emphasis was placed on the need to improve the functioning of the Joint Meetings of ACC/CPC as the main instrument for discussions on substantive issues of common concern. It was recognized at the same time that improvements in communication did not rest with a single body or mechanism and that the process of informal consultations should be further strengthened. The results of these consultations were acted on by the Economic and Social Council in its decision 1980/185 of 25 July 1980.

146. As far as the question of "transparency" in ACC reporting is concerned, current arrangements provide full access by Member States to the results of deliberations of ACC and its subsidiary bodies. A list of all documents emanating from ACC subsidiary bodies are now annexed to the Committee's annual report to the Economic and Social Council.

147. Following a decision of the Economic and Social Council (1983/173 of 28 July 1983) to review in 1984 the functioning of the Joint Meetings of CPC and ACC, CPC considered the matter and decided that: the agenda for these Meetings should be agreed upon at least six months in advance and, if possible, decided on at the previous series of Joint Meetings; that in those years when the Cross-organizational Programme Analysis on the agenda of a regular session of CPC relates to an economic and social activity of system-wide concern, the subject of such analysis should, in principle, be selected for inclusion in the agenda of the Joint Meeting to be held in that year; and that at each series of Joint Meetings, ACC should report on measures taken by the organizations of the system in response to the conclusions and recommendations adopted at the Joint Meetings in the previous year. These conclusions were endorsed by the Economic and Social Council in its decision 1984/1, and are being implemented in particular in connection with the subject of economic and technical co-operation among developing countries. 26/

D. Other provisions of section VII of General Assembly resolution 32/197

148. There are no new developments to report with regard to the relationship agreements between the United Nations and specialized agencies, dealt with in paragraphs 57 of section VII of the resolution. Also no specific action was taken pursuant to paragraph 58 of that section concerning the exercise by the General Assembly of its powers under Article 17, paragraph 3, of the Charter. It should be noted, however, that the Advisory Committee on Administrative and Budgetary Questions, in paragraphs 5 and 6 of its report on administrative and budgetary co-ordination to the General Assembly at its thirty-sixth session (A/36/641) recommended a system of biennial reporting whereby its detailed reports on the budgets of the specialized agencies and IAEA would be submitted once every two years, beginning in 1983; in odd-numbered years the reports would be confined to the tabular material, supplemented, as need be, with studies of special topics. The General Assembly endorsed that recommendation in paragraph 5 of resolution 36/229. Accordingly, the report for 1983 (thirty-seventh session of the General Assembly) provided tabular material with comparative data on the agencies and the United Nations; in addition the report dealt with two matters of special interest on which the Advisory Committee consulted with the agencies, namely, the problems of cash flow confronting the agencies as a result of the pattern of payments of Member States, and the subject of programme planning, budgeting and evaluation. In respect of the latter topic, the Advisory Committee was particularly interested in the Secretariat and intergovernmental arrangements in the agencies for performing these functions.

IX. SECRETARIAT SUPPORT SERVICES

Introduction

149. The following paragraphs provide information on the progress 27/ made in the restructuring of the economic and social sectors of the United Nations system as it relates to secretariat support services, taking into account the various reports of

the Joint Inspection Unit (A/36/419 and Add.1, A/38/172 and Add.1, A/38/334 and Add.1 and A/39/94-E/1984/60 and Add.1).

1. Office of the Director-General for Development and International Economic Co-operation

150. The Director-General was entrusted by resolution 32/197 with the task of assisting the Secretary-General "in carrying out his responsibilities as chief administrative officer, under the Charter of the United Nations, in the economic and social fields". JIU has, in its report on the Director-General's Office, highlighted the breadth and complexity of the Director-General's functions, which combine responsibility for both policy and management in the economic and social field. This is an important, distinctive feature of that office which, in the words of the JIU report, "helps ensure that management and substantive decisions in the Organization are mutually supportive". The Inspectors have noted in their report that a deliberate attempt was initially made to develop these two aspects of the Director-General's responsibilities in a balanced way. This effort has continued.

151. In his comments on the JIU report, the Secretary-General noted the need for adequate flexibility in the discharge of the Director-General's responsibilities. A continuing concern of the Director-General is to assist Member States in perceiving needs and opportunities, as they arise, in the economic and social sectors, and to ensure adequate, and where necessary, innovative responses at the Secretariat level.

152. The effectiveness of the Director-General depends in large measure on the ability to mobilize relevant action by different parts of the United Nations or the United Nations system as the case may be, in responding to intergovernmental directives. Within a diversified and geographically dispersed secretariat, and even more so within a pluralistic United Nations system of agencies and organizations, it is essential to be able to promote action through understanding and consensus among the entities and organizations. Flexible and pragmatic approaches are needed to enable the fullest involvement of all concerned in the decision-making process. Mutual trust and confidence can and should be built through a gradual evolution of the Office of the Director-General, drawing upon its experience in the relatively short period of its existence.

153. In this context and taking into account the earlier reports submitted by the Secretary-General, the following developments relating to the Office of the Director-General are brought to the attention of the General Assembly:

(a) Efforts to promote coherence and co-operation among United Nations entities have, despite limitations, been relatively satisfactory, as stated by the Joint Inspection Unit in paragraphs 14 to 21 of its report. This is done mainly through frequent consultations within the secretariat on work to support intergovernmental discussions and negotiations on development issues in the General Assembly, the Economic and Social Council and other intergovernmental bodies. Attention is being given to enhance coherence and co-operation among United Nations

entities outside New York, and to ensure the involvement of the Director-General in issues of importance emanating from these units. In this regard, action is being taken to improve the content, directions and periodicity of meetings of senior officials of the United Nations. The Director-General also chairs the steering committees for world conferences; methods of improving the effectiveness and functioning of these steering committees will be further explored;

(b) The assistance provided by the Office of the Director-General to central intergovernmental bodies in reviewing their draft agendas from the point of view of coherence and co-ordination will need to be rendered more consistent than in the past. There is need for greater co-ordination in preparing substantive documentation for intergovernmental bodies in the economic and social sectors and to ensure their timeliness. The recently adopted device of intra-secretariat consultations on the follow-up to resolutions of the General Assembly provides a valuable opportunity to ensure appropriate division of responsibilities within the secretariat, and also to identify selected policy documents which will require the attention of the Director-General even at the stage of their formulation. However, problems arising on account of an ever-increasing volume of documentation, the streamlining of which requires co-operation of Member States, and the practical problems of managing a geographically dispersed organizational set-up need to be taken into account;

(c) As noted in section VII above, the establishment of the Programme Planning and Budgeting Board in 1982, has been instrumental in ensuring a better integration of programming and budgeting issues, in approving the assignment of priorities among activities, achieving a more rational deployment of existing resources and in securing administrative economies in order to increase resources to meet substantive programme requirements. The Board is chaired by the Secretary-General, and in his absence, by the Director-General. A Central Monitoring Unit has also been established under the jurisdiction of the Board to facilitate more effective implementation of mandated activities. The Board also functions as the steering committee for evaluation studies in different sectors of activity. Consideration is being given to strengthening evaluation functions within the Secretariat. The Board ensures conformity of secretariat action to the regulations and rules governing planning, programming, budgeting, monitoring and evaluation. The Secretary-General will be reporting separately to the General Assembly at its thirty-ninth session in regard to the integration of programme planning and budgeting, and on the strengthening of evaluation and monitoring at the secretariat level;

(d) Through annual reports and the triennial policy reports on operational activities (see also sect. VI), the Director-General has kept under review such activities in order to ensure the application of the policy directives of the General Assembly and the Economic and Social Council. In the process, critical issues have been identified and brought to the attention of relevant intergovernmental bodies for decisions such as factors affecting the mobilization of resources, ways and means of increasing the responsiveness of the organizations of the United Nations system in this field to the needs and requirements of Member States, promotion of South-South co-operation, particularly TCDC, better co-ordination at the field level, and technical issues such as administrative and

programme costs and procurement policies. Subject to certain limitations, structural and otherwise, which have been highlighted in the Comprehensive Policy Review on Operational Activities of the United Nations System, efforts are being made through consultations with agencies to promote a more coherent approach to operational activities for development.

154. It should be added that the revised manual of the Organization of the Secretariat which is being finalized will include a statement of the Director-General's functions drawing on the relevant provisions of General Assembly resolution 32/197 and the statement of the Director-General's responsibilities in document A/33/410/Rev.1.

## 2. Department of International Economic and Social Affairs

155. The Department of International Economic and Social Affairs was established pursuant to paragraphs 61 (a), (b) and (f), and 62 of section VIII of the annex to General Assembly resolution 32/197, and its functions are amplified in Secretary-General's bulletin ST/SGB/161 of 23 March 1978.

156. In its report on the Department (A/38/334) the Joint Inspection Unit made several recommendations with a view to strengthening the Department's contribution to the work of intergovernmental bodies. In his comments on the report (A/38/334/Add.1), the Secretary-General noted that a number of important issues and problems had been raised by the Inspectors in paragraph 79 of their report which went beyond the scope of the Department. In this connection, the following points deserve attention:

(a) The need to enhance the feedback between technical co-operation activities and global research. The Director-General with the heads of DIESA and DTCD will be examining further improvements and changes required in this regard;

(b) The co-ordination of development research, particularly between global and inter-sectoral development research and policy analysis, on the one hand, and sectoral research, on the other. The need for better co-ordination in global economic research and analysis undertaken within the United Nations system has also been highlighted in another report of JIU entitled "Reporting to the Economic and Social Council" (A/39/281 and Corr.1). It is the intention of the Secretary-General to examine ways and means of securing greater complementarity, in the first instance, between macro-economic surveys undertaken within the United Nations as stated in paragraph 13 of his comments on that report (A/39/281/Add.2). A useful beginning will be made through the cross-organizational programme analysis on this subject which is being initiated for submission to the Committee for Programme and Co-ordination in 1985.

(c) The need to strengthen cross-sectoral analysis so that it can contribute better to the implementation of policies of the General Assembly and the Economic and Social Council and provide a basis for system-wide medium-term planning. This issue is also addressed in the report of the Joint Inspection Unit on Reporting to ECOSOC and had been raised in the report of the Secretary-General to CPC at its



twenty-fourth session (E/AC.51/1984/3). The conclusions of the latter document prompted a critical self-assessment by the organizations of the system of approaches to future cross-organizational programme analyses. An analysis of human settlements activities presented to the Committee for Programme and Co-ordination in 1984 went far beyond any previous programme analysis in providing the kind of critical appraisal of the state of programme co-ordination long sought by the Committee.

### 3. Department of Technical Co-operation for Development

157. The Department of Technical Co-operation for Development was established in March 1978, pursuant to provisions of paragraphs 61 (c), (d), (f) and 62 of section VIII of the annex to resolution 32/197, as the main operational instrument of the Secretariat for operational activities. The responsibilities of the Department, in accordance with these paragraphs, are amplified in Secretary-General's bulletin ST/SGB/162. In 1979, the Secretary-General identified in document A/34/736, certain requirements to guide the structure and orientation of the work of the Department in its fields of competence. They include:

(a) The need for close linkages between substantive backstopping and management of technical co-operation projects, in order to ensure integrated support for technical co-operation activities;

(b) The need to ensure that research and analysis in accordance with the terms of reference of the Department, on the one hand, and substantive support for technical co-operation, on the other, are effectively interrelated and mutually supporting in the Department as well as in the Organization as a whole;

(c) The need to continue providing technical co-operation to developing countries through prevailing modalities and, at the same time, to develop new modalities to accommodate new dimensions of technical co-operation.

158. Steps were taken to reorient the research activities assigned to the Department in support of its technical co-operation activities. For example, in the area of natural resources, the Department is participating in efforts to examine the institutional, policy and manpower requirements for energy planning; in estimating financial requirements for technical co-operation activities in natural resources exploration; and in promoting awareness of the potential use of new technologies for geothermal energy and for the application of electronic data processing in resource exploration and exploitation. In the area of development planning, the Department is assisting developing countries, particularly the least developed ones, in improving the effectiveness of their national economic management systems and mechanisms focused on the dual task of (a) adjusting economic policies and policy instruments to changing internal and external economic and financial circumstances, and (b) evaluating the impact of such adjustments on long-term strategies. Work is also under way to develop effective approaches to development administration, covering such matters as management development, training and institution-building, administrative reforms, mobilization and management of public resources and improving performance of public enterprise.

159. On 1 July 1983, the Department put into effect a major realignment of its substantive and operational activities. The realignment was designed to (a) streamline functions and processes to the maximum extent so as to offset the effect of the heavy staff reductions necessitated by an unexpected decline in overhead income; and (b) to make it possible to achieve the same quality and effectiveness of projects in spite of shortfalls in resources. In line with the requirements set out in paragraph 150 above and the relevant recommendations in the JIU report on TCD, a main consideration in the reorganization of the Department and its restructuring into four Divisions (Policy, Programming and Development Planning; Natural Resources and Energy; Development Administration; and Programme Support) was to promote a more integrated approach to programme management and to place the major emphasis and locus of responsibility on the substantive aspects of technical co-operation.

160. In the context of the implementation of the above-cited paragraphs of the annex to resolution 32/197 and subsequent reports of the Secretary-General and JIU 28/, the following issues need further consideration:

(a) The exercise of both management and substantive responsibility for certain operational activities, generally of a technical co-operation character, by entities of the secretariat outside TCD. With respect to United Nations entities that have been designated executing agencies in their own right, i.e. UNCTAD, UNIDO, UNCHS, and the regional commissions, the Secretary-General will ensure that a continuous effort is made to identify and implement further modalities for collaboration between DTCD and such entities, especially the regional commissions. Such modalities should enable these entities and DTCD to draw on each other's advice, expertise and inputs in both the elaboration and in the execution of projects.

A greater consolidation of the executing and operational capabilities of the United Nations would appear logical, particularly in the present financial climate. There are instances in which the Organization is called upon to provide technical co-operation in certain specialized areas that do not fall within the competence of the Department and are within the purview of other secretariat entities. The Secretary-General will review the present situation with a view to avoiding a further proliferation of executing agencies within the United Nations, bearing in mind the responsibility of the Department as the main operational arm of the Secretariat.

(b) Projects for which DTCD is currently designated executing agency and has management responsibility but which are substantively backstopped by entities outside the Department. This is particularly the case with respect to United Nations technical co-operation projects in the field of statistics, which, as noted in previous reports of the Secretary-General on restructuring, and in the JIU reports on DTCD and DIESA, have continued to be backstopped by the Statistical Office within DIESA. Present structures permit close interaction between statistical work and the economic and social research of the Secretariat and allow mutual support between research and technical support which is particularly desirable in the field of statistics. At the same time, there is a need for technical co-operation in the field of statistics to be more effectively harmonized

with operational activities in the fields of development planning, public administration and demography falling within the purview of DTCD.

While maintaining the present arrangements, the Secretary-General intends to keep this matter under review in the light of experience. Meanwhile, existing arrangements need to be accompanied by measures to enable DTCD to exercise more fully integrated management responsibility for such projects, including the deployment of staff in the Statistical Office who are engaged in technical co-operation matters. For its part, DTCD will strengthen the harmonization of its services relating to development planning, public administration and demography in order to improve the capacity of the United Nations to provide integrated development support to developing countries.

(c) The greater use of the Department's technical and executing capabilities within existing funding mechanisms. Key elements in achieving this objective are the firm recognition of the differing, although complementary, roles of the financial and technical agencies and the selection of the particular executing arrangement that embodies the best substantive and management contribution the system can muster. In order to be truly cost-effective, such arrangements should take advantage of the long experience and expertise of substantive agencies in specific sectors, without duplicating costly technical capabilities that are already available.

161. In follow-up to the Secretary-General's comments on the JIU report on the Office for Projects Execution of UNDP (A/39/80/Add.1), UNDP and DTCD have established a joint task force to review ways and means of promoting closer collaboration between the two entities. The intention is, inter alia, to match OPE's approach to project execution with the technical knowledge and services of DTCD.

#### 4. Office of Secretariat Services for Economic and Social Matters

162. Paragraphs 61 (e) and 62 of the annex to resolution 32/197 legislated for the creation of a "separate organizational entity" to provide, on an integrated basis, "technical secretariat services for the Committee for Programme and Co-ordination, the Economic and Social Council, the General Assembly, ad hoc conferences and intersecretariat co-ordination machinery ...". The functions of the Office are amplified in Secretary-General's bulletin ST/SGB/163.

163. In its report on the Office, 29/ the Joint Inspection Unit noted that technical secretariat services have been recognized as a separate and distinct function among those which are provided by the Secretariat. The Unit's recommendations regarding the work of the Office of Secretariat Services for Economic and Social Matters (OSSECS) are based on this premise. The comments of the Secretary-General on the report concur with the evaluation made by the Inspectors and note their observation that delegations and secretariat entities, in general, are satisfied with the way OSSECS discharges its functions and responsibilities. While sharing the overall view of the Inspectors that OSSECS has met the objectives of General Assembly resolution 32/197, the Secretary-General believes that there remains scope for further improving the services the Office provides.

164. In this regard, the increasing trend towards informal consultations and negotiations among delegations on economic and social matters has imposed an increasing burden on the Secretariat, especially for provision of technical support services. Informal consultations far outnumber formal meetings, as pointed out in the report of the Inspector. The implications of the increasing work-load requires careful consideration within the Secretariat in the context of the next programme budget review.

165. Another issue deserving further attention is that of documentation. It has been noted that the Economic and Social Council has already acted favourably on recommendations for streamlining the calendar of meetings and documentation made at the initiative of the Office, in consultation with the Office of the Director-General for Development and International Economic Co-operation and with the Department of Conference Services. The Director-General will, in consultation with the Office and other relevant parts of the Secretariat, continue the review of procedures for clearance of documentation with a view to increasing their effectiveness as these procedures are of importance in monitoring activities in the economic and social fields and in ensuring a coherent and cost-effective approach in the preparation of documentation.

166. Attention will need to be given to expediting the editing of sales publications which is considerably delayed for want of appropriate resources in the Office and because of the priority to editing of pre-session and in-session documentation. Timely editing and processing of documentation emanating from geographically out-posted United Nations entities also required attention, and the situation is currently being reviewed.

167. Consideration will also be given, bearing in mind the established organizational structures and staff resources, to the possibility of expanding the functions performed by the Office to other bodies within its purview for which it does not currently provide technical secretariat services.

#### Notes

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

2/ These related, inter alia, to the level and mobilization of resources; the need to maintain the multilateral character of the system's operational activities; the use of the capacities of developing countries in programmes and projects; the strengthening of the evaluation capacity of recipient countries; co-ordination at the country level; and ways and means to reduce administrative and other support costs.

3/ These ranged from the substantial New Programme of Action for the 1980s for the Least Developed Countries to plans of actions in the field of new and renewable sources of energy, science and technology, the advancement of women (the programme of action for the Second Half of the United Nations Decade for Women), aging, and disabled persons.

Notes (continued)

- 4/ General Assembly resolutions 34/50, 34/212, 36/117, decisions 37/442, 38/401, 38/429 and resolution 38/32 E.
- 5/ ST/AI/189/Add.20/Rev.1 and ST/AI/189/Add.23.
- 6/ These would include issues which are considered in depth by its subsidiary bodies and/or those issues which are not included in the agenda of the General Assembly.
- 7/ The manner in which the agenda item on "Women and development" has been dealt with by the General Assembly has proved to be quite effective in this regard: while the item is now allocated to the Second Committee, the Assembly decided in resolution 36/127 that documents concerning the integration of women in development should also be made available to the Third Committee under the relevant agenda items; arrangements are also being made by delegations to co-ordinate action being taken on the matter in the two Committees. Similar procedures could be followed for the consideration of other items requiring similar treatment.
- 8/ See, for example, regulations 3.12, 3.13 and 3.16 of the Regulations Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, annexed to General Assembly resolution 37/234.
- 9/ See General Assembly resolution 37/234 of 21 December 1982.
- 10/ A draft resolution on the implementation of section II of the annex to General Assembly resolution 32/197 on the restructuring of the economic and social sectors of the United Nations system (A/C.2/34/L.103) was submitted to the Second Committee at the thirty-fourth session. The Assembly, in decision 34/453, deferred the consideration of the draft resolution and invited Member States to continue consultations concerning the implementation of section II of the annex to resolution 32/197. The Assembly, in its subsequent decisions 35/439 of 16 December 1980, 36/445 of 17 December 1981 and decision 37/442 of 20 December 1982, further deferred the consideration of the draft resolution which will be before the Assembly at its thirty-ninth session, pursuant to decision 37/442.
- 11/ These are: The International Sugar Agreement, the International Olive Oil Agreement, the International Rubber Agreement, the International Cocoa Agreement, the International Tropical Timber Agreement, the Sixth International Tin Agreement, and the International Agreement on Jute.
- 12/ TD/325, Part one, p. 5.
- 13/ The relevant arrangements include joint units in the regional commissions, joint financing of posts in the commission secretariats, joint programming exercises, etc. For a brief review of these arrangements, see A/38/505, paras. 44-47.

Notes (continued)

14/ The Inter-agency Committee on Integrated Rural Development for Asia and the Pacific, which meets under the chairmanship of the Executive Secretary, with the participation of representatives of UNIDO, UNICEF, UNDP, UNEP, UNFPA, ILO, FAO, UNESCO and WHO, plays a leading role in the planning and execution of a co-ordinated programme of action for the region. A post was decentralized from the Department of International Economic and Social Affairs in 1980 to provide a full-time co-ordinator for this purpose.

15/ ACC, in its first report on the implementation of resolution 32/197 (E/1978/107 of June 1978), called attention to previous deliberations on the subject and to the "complex historical, political and technical factors" involved. ACC members also recalled that decisions on the subject were the prerogative of the legislative and governing bodies of the various organizations.

16/ Other ESCAP resolutions have led to policies and programmes for the strengthening of regional co-operation in respect of transfer of technology, trade promotion, support for commodity producers associations, transport and communications, shipping, the participation of women in development, activities concerned with the disabled, and measures in support of the least developed, land-locked and island developing countries. A programme of work for the development of ECDC/TCDC in the region is adopted by ESCAP at each of its sessions.

17/ Thus, through the Lusaka-based MULPOC, backed by the relevant substantive divisions of ECA in Addis Ababa, the commission has assisted in the creation of a preferential trade area for the eastern and southern African subregions. The Niamey-based MULPOC provides continuing support to the Economic Community of Western African States (ECOWAS) and has recently been asked to assist in the streamlining and rationalization of the activities of intergovernmental institutions operating in West Africa. As for other subregions, the commission, in collaboration with OAU, has been instrumental in the establishment of an Economic Community of Central African States (ECAS). Efforts are likewise being intensified with regard to the creation of an economic community for the North African subregion.

18/ ECA is also currently co-operating with countries in the ECLAC and ESCAP regions which have expressed a willingness to contribute to ongoing ECA's activities such as the Transport and Communication Decade for Africa, the Industrial Development Decade for Africa and ECA's Trust Fund for African Development. ECA is studying, in co-operation with ECE, the design of an Africa/Europe link through the Strait of Gibraltar.

19/ For detailed information on this point, see A/39/417, sect. II.

20/ These arrangements provide for the dispatch of a single letter of convocation, a single opening statement by the Secretary-General and for the adoption of a consolidated agenda and rules of procedure.

Notes (continued)

21/ In chapter IX of its report on the work of its eighteenth session (A/33/38), CPC reported to the General Assembly on the measures it had taken to pursue the implementation of the provision of section VI of the resolution both as regards methodologies for, and approaches to, programme planning and evaluation and the exercise of its own responsibilities in these areas. The present report concentrates on developments since the eighteenth session of the Committee, and takes into account the further information provided on the subject in document E/1979/81\* of July 1979.

22/ In section II, paragraph 4, of resolution 37/234, the General Assembly "Confirms the understanding of the Secretary-General 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."

23/ These bodies are the Sub-Committee on Statistics, and Sub-Committee on Nutrition, the Joint United Nations Information Committee (JUNIC), the Advisory Committee for the Co-ordination of Information System and the Intersecretariat Group for Water Resources. In addition, the follow-up to the United Nations Conference on New and Renewable Sources of Energy (Nairobi, 1981), led to the formation of the Inter-Agency Group on New and Renewable Sources of Energy. Each of these bodies works closely with the intergovernmental body concerned in a particular area (e.g., JUNIC with the Committee on Information of the General Assembly, and the Sub-Committee on Statistics with the Statistical Commission of the Economic and Social Council). At the present time, four task forces are in operation within the subsidiary machinery of ACC, dealing with long-term development objectives, science and technology for development, rural development and the International Conference on Population, 1984. The last-mentioned task force is ad hoc in nature, constituted in 1982 solely for the purpose of providing an inter-agency dimension to the preparations for the Conference.

24/ From an average of 70 to 75 meetings a year in the period 1976-1977, prior to restructuring, an average of 44 meetings took place each year in the period 1980-1983.

25/ In the period 1976-1977 an average of 85 documents a year were produced by ACC and its subsidiary machinery. For the period 1980-1983, by comparison, this figure had been reduced to less than 50 documents a year. In addition, ACC has introduced guidelines for the preparation of documentation which are designed to reduce radically the length of the texts by focusing on decisions and actions taken rather than on general reportage.

26/ Attention is also drawn to chapter II of the report of the Joint Inspection Unit entitled "Reporting to the Economic and Social Council" (A/39/281), and the comments of the Secretary-General thereon (A/39/281/Add.2), concerning the functioning of ACC and the ACC/CPC joint meetings.

Notes (continued)

27/ Earlier reports on this subject are contained in the following documents: E/1978/28, E/1978/118; A/33/410 and Add.1; E/1979/81; A/34/736, A/35/527 and A/36/477.

28/ The Secretary-General's report on United Nations technical co-operation activities (DP/1984/42 and Add.1-3) is before the General Assembly under agenda item 81 (i) and contains further information on the issues addressed in paragraphs 6-19.

29/ Official Records of the General Assembly, Thirty-ninth Session, Supplement No. 34 (A/39/34).

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