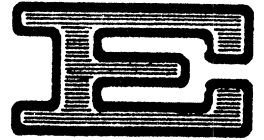




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**RESTRUCTURING AND REVITALIZATION OF THE
UNITED NATIONS IN THE ECONOMIC AND SOCIAL FIELDS:
ROLE AND FUNCTIONS OF THE
ECONOMIC AND SOCIAL COMMISSION FOR WESTERN ASIA**

Note by the Executive Secretary



1. At its resumed forty-sixth session the General Assembly on 13 April 1992 adopted resolution 46/235 entitled "Restructuring and revitalization of the United Nations in the economic, social and related fields".^{1/} Of particular relevance to the regional commissions of the United Nations is paragraph 6 of the resolution's annex concerning their strengthening, to which end the commissions are requested to provide recommendations for consideration by the General Assembly at its forty-seventh session.

It will be recalled in this connection that the Commission, in its meeting on 18 May 1989, adopted resolution 175(XV) on the strengthening of the role and performance of the Economic and Social Commission for Western Asia (ESCWA), operative paragraph 3 of which requests the Executive Secretary to prepare, in consultation with the member States, a report containing proposals and recommendations for the strengthening of the role and performance of the Commission and to submit this report to the Commission at its sixteenth session for its consideration and for the adoption of a resolution on the subject.

Consultation has taken place since then during visits of the Executive Secretary to a number of member countries, meetings of the Advisory Committee of Permanent Representatives in Baghdad and Amman, and meetings with the Permanent Representatives of member countries to the United Nations in New York and Geneva. In addition, the intergovernmental meeting held in Cairo on 8 and 9 February 1992 to review the 1992-1997 medium-term plan for the ESCWA region in the light of the International Development Strategy for the Fourth United Nations Development Decade provided an opportunity to cover both the programmatic aspects of ESCWA's work and the Commission's role and performance.

In accordance with paragraph 6 of the resolution's annex, the Commission is requested to provide for consideration by the General Assembly at its forty-seventh session the above-mentioned recommendations.

2. Whereas ESCWA resolution 175(XV) regards this Commission only, the General Assembly resolution three years later has as its remit the entire United Nations system. The context has evolved, a new Secretary-General has taken office and a restructuring is taking place for the Organization as a whole. The first stage of this process has resulted in a major transformation of the way in which United Nations Headquarters in New York operates. Subsequent stages bear on other parts of the system and embrace all of the United Nations Secretariat and other bodies established under the authority of the General Assembly. It is in this light that the regional commissions are requested to provide recommendations for the strengthening of their effectiveness, for consideration by the General Assembly at its forty-seventh session.

3. On 1 July 1992 the Secretary-General submitted to the Economic and Social Council his yearly report on regional cooperation, in document E/1992/65 of 12 June 1992. Part IV of this report, entitled "Strengthening the role of the

^{1/} Resolution 46/235 and its annex are presented as annex I of this document.

regional commissions to promote subregional, regional and interregional cooperation" is attached as annex II. It provides the background for our subject as regards the regional commissions overall and describes the action taken thus far by the respective commissions in response to General Assembly resolution 46/235. Pointing out the growing importance of a multidisciplinary and regional approach to most of the issues on today's development agenda, it highlights the capacity of the regional commissions in that regard, stemming from their proximity to the problems to be addressed, and the increasingly active role that they will be required to play in promoting regional and subregional initiatives for cooperation. Greater regionalization and subregionalization of the system is envisaged.

4. In stressing the role of the regional commissions in the system, the report of the Secretary-General reinforces a concept -- viz. decentralization -- that is by no means new, for not only is it at the origin of the creation of the regional commissions, it has been repeatedly confirmed by the General Assembly since. Many have been the references to resolution 32/197 of 20 December 1977 mandating the commissions as the "main general economic and social development centres" in their region. The report describes the various mechanisms through which the commissions have assumed this role. It also details countervailing influences that have served to curb it. Clearly, an essential element in the elimination of duplication in the system as one of the main objectives of the current restructuring exercise is observance of mandates. In this respect the report stresses the role of the regional commissions as intergovernmental forums in setting priorities and determining responses to needs. Moreover, it stresses the need for the General Assembly and the Economic and Social Council to consider how resources can be mobilized and programming practices adjusted to match tasks.

5. Paragraphs 170 to 181 of the report describe the positions of the respective regional commissions with regard to the subject matter of General Assembly resolution 46/235. It will be seen that the timing of their sessions has prevented the Economic Commission for Europe (ECE) and ESCWA from responding thus far, whereas the Economic and Social Commission for Asia and the Pacific (ESCAP) has referred the issue to its Advisory Committee of Permanent Representatives and Other Representatives.

Action to be taken by ESCWA

6. Against the background detailed above, the Commission will have to determine its response to General Assembly resolution 46/235 and the request it contains to provide recommendations for consideration by the General Assembly at its forty-seventh session. In the view of the ESCWA secretariat, the global trends spotlighted in the Secretary-General's report apply in no small measure to the ESCWA region, which could benefit from concentration of the world Organization's critical mass as close to recipients as possible. That means decentralization to the national, subregional and regional levels, to be reflected in programming, budgeting and implementation, and thus in an increase of resources at those levels.

The key element in this process is coordination, for clearly decentralization is not to be pursued as an end in itself: the criterion must be utility to the countries of the region, and nowhere should the net effect

be a loss of expertise available to a member State. The essential requirement is for a strengthening of the Organization's mechanisms for coordination, so that in each sector the available resources are applied to maximum effect. As per their mandate, the regional commissions have a central role to play in this process, a role reiterated in General Assembly resolution 32/197 stating that they "should exercise team leadership and responsibility for co-ordination and co-operation at the regional level". The improved coordination should lead to an increase in joint activities between organizations and agencies of the system, on the basis of specific arrangements for joint programming and joint implementation. This could take many forms: one example of the variety of possibilities is the concept of multidisciplinary teams, as proposed at the country level in General Assembly resolution 44/211 of 22 December 1989, (attached as annex III) operative para. 15(c).

7. Where the ESCWA region is concerned, a prominent need would appear to be that of some member countries to review their policies in light of regional and international developments, and of other member countries to cope with the increasingly negative consequences of social readjustment programmes following recent crises. Moreover, in a number of countries, reconstruction is a priority. These are three of the many current issues that would seem to call for a regional perspective. Apart from ESCWA, the region has no technical instrument for effective action of such scope. Among institutions, only ESCWA would appear to have the means to assist member countries in their attempts to find solutions to their common problems, through its statistical information, studies, meetings, regional advisory services and technical cooperation projects.

In this connection it is necessary to note that the staffing establishment of ESCWA, the smallest of the five regional commissions, has been further affected by vacancies after the period of temporary repatriation in the period 1990-1991. To perform its multidisciplinary role and carry out its immediate mandate contained in Programme 34 of the Medium-Term Plan for the period 1992-1997, it is desirable that these vacancies be filled. Moreover, given the demand for the Commission's regional advisory services, it would be fitting if the number of Regional Advisers could be increased, specifically to cover infrastructure reconstruction, trade, social development, human resources development and deregulation/privatization.

Furthermore, when it is decided to transfer the necessary resources from the centre to the commissions, e.g. in the fields of development planning, social programmes, population and statistical information, the ESCWA secretariat is ready to expand its technical cooperation activities. Within the ESCWA secretariat, it may be beneficial to review the organization chart in follow-up of the measures taken internally before the Gulf crisis.

8. In the light of the foregoing, the following broad principles may be discerned:

(a) The desirability of encouraging through concrete steps the regional and subregional approach to development problems which motivated the creation of the regional commissions in the first place;

(b) The need to improve coordination between the various bodies of the United Nations system with regard to activities in each region, on the basis of General Assembly resolution 32/197 indicating that the regional commissions "...should exercise team leadership and responsibility for co-ordination and co-operation at the regional level";

(c) The clear benefit to be derived from enhanced cooperation between the regional commissions and specialized agencies, through the expansion and creation of joint units and an increased emphasis on joint efforts, particularly with their regional offices;

(d) The likely advantages to be derived from better coordination between the regional commissions and funding agencies, in mutual respect of each other's essential roles;

(e) The yield to be gained from a stronger role of the regional commissions in operational activities, again on the premise that many endeavours of the Organization could be carried out with greater effectiveness and efficiency at the regional or-subregional level;

(f) The logic of coordination not just among entities of the United Nations system, but also with institutions and organizations outside this framework;

(g) The need to ensure availability of comprehensive data in and on each part of the global machinery for development assistance, through an optimal exchange of information with the help of modern data-processing technology.

9. No doubt the Commission will wish to consider these issues during the session and possibly express views in this regard.

Annex I**RESTRUCTURING AND REVITALIZATION OF THE UNITED NATIONS
IN THE ECONOMIC, SOCIAL AND RELATED FIELDS**The General Assembly,

Reaffirming its resolutions 45/177 of 19 December 1990 and 45/264 of 13 May 1991, on the restructuring and revitalization of the United Nations in the economic, social and related fields,

1. Adopts the text contained in the annex to the present resolution;
2. Requests the Secretary-General to implement the proposed restructuring measures as contained in the annex to the present resolution and to report to the General Assembly at its forty-seventh session on the action he has taken.

I. BACKGROUND

1. At its resumed forty-fifth session, the General Assembly, in the annex to its resolution 45/264 of 13 May 1991, agreed that a review of the functioning of the subsidiary bodies of the Economic and Social Council and of the General Assembly should take place during the forty-sixth session of the Assembly. In the same resolution, the Assembly underlined the objectives of the overall exercise as being the enhancement of the effective and efficient functioning of the intergovernmental machinery of the United Nations system in the economic, social and related fields in order to be more responsive to the needs of enhancing international economic cooperation and promoting the development of the developing countries.

2. The review at the forty-sixth session of the General Assembly of the subsidiary bodies of the Economic and Social Council and the General Assembly should be carried out with the objective of possible restructuring and revitalization, and the review of their reporting responsibilities and procedures should be carried out with a view to avoiding duplication, where possible. The review should be on the basis of the criteria listed in paragraph 6 (3) of the annex to General Assembly resolution 45/264.

II. FRAMEWORK

3. Some consideration has been given to the restructuring and revitalization of the subsidiary machinery in the social and related fields in the United Nations. Similar attention should be given to the restructuring and revitalization of the subsidiary machinery of the economic sector of the United Nations, with a view to its strengthening.

4. In accordance with the basic principles and guidelines for the restructuring and revitalization of the United Nations in the economic, social and related fields outlined in resolution 45/264, the following common understanding should guide the entire exercise of the restructuring and revitalization of the subsidiary bodies, with the aim of adopting measures to sustain and strengthen the quality and impact of the output of these bodies:

(a) The issues of which the subsidiary bodies are seized are of vital importance to member States, especially for the development of developing countries;

(b) The ability of the United Nations system to deal more effectively with such vital issues should help to enhance its relevance and credibility in the economic, social and related fields;

(c) Activities in pursuance of these issues must be implemented in an effective and efficient manner in order to enhance international economic cooperation and to promote, in particular, the development of developing countries;

(d) Subsidiary bodies should provide the General Assembly and the Economic and Social Council, as principal organs of the United Nations responsible for system-wide policies in the economic, social and related fields, with high quality advice on relevant issues, through analysis and appropriate policy recommendations or options, in order to enable them to guide future work in the United Nations, develop common policies and agree on appropriate actions;

(e) The composition of each subsidiary body that does not have universal participation must be determined with due regard to equitable geographical representation. Members will be eligible for re-election;

(f) In cases where Governments or government-nominated experts are elected to subsidiary bodies, the experts should possess the necessary qualifications and professional or scientific knowledge. Travel and/or daily subsistence allowance to cover the participation of experts shall be financed from the regular budget in accordance with established rules;

(g) No single or uniform approach to restructuring and revitalization is applicable to all subsidiary bodies. Each body must be reviewed on its own merits through an open and thorough process.

III. REPORTING PROCEDURES FOR SUBSIDIARY BODIES

5. The Economic and Social Council should provide guidance to and follow up the work of its subsidiary bodies whose reports should contain clear and cogent recommendations and proposals to facilitate their consideration by a revitalized Economic and Social Council in a substantive and integrated manner.

IV. SUBSIDIARY BODIES IDENTIFIED FOR RESTRUCTURING AND REVITALIZATION

6. Regional commissions

The regional commissions should be enabled fully to play their role under the authority of the General Assembly and the Economic and Social Council. Their effectiveness should be strengthened. The regional commissions, particularly those located in developing countries, should also be strengthened in terms of their activities and participation in operational activities of the United Nations system, bearing in mind the overall objectives of the restructuring and the revitalization process and taking into account paragraph

3(h) of the annex to General Assembly resolution 45/264. In this context, the regional commissions are requested to provide recommendations for consideration by the General Assembly at its forty-seventh session.

7. Other subsidiary bodies

(a) Intergovernmental Committee on Science and Technology for Development

- (i) Name: Commission on Science and Technology for Development (New York).

The Intergovernmental Committee on Science and Technology for Development and its subsidiary body, the Advisory Committee on Science and Technology for Development, will be transformed into a functional commission of the Economic and Social Council.

Such functional commission should examine at its first session the question of funding arrangements and the modalities for the convening of Ad Hoc Panels/Workshops which will meet intersessionally to examine specific issues of science and technology for development within the framework of General Assembly resolutions 34/218 of 19 December 1979 and 41/183 of 8 December 1986. In this connection, the Commission could consider the practice of the Advisory Committee on Science and Technology for Development.

- (ii) Membership and participation: fifty-three members elected by the Economic and Social Council for a term of four years. Travel expenses shall be paid by the United Nations for one representative of each of the member States participating in the Commission.
- (iii) Primary programme objective: as stipulated in General Assembly resolutions 34/218 and 41/183.
- (iv) Nature of output and reporting procedure: reports to the Economic and Social Council with policy options and recommendations.
- (v) Frequency and duration of meetings: the Commission will meet once every two years for a duration of two weeks.
- (vi) Secretariat support: the Department of Economic and Social Development will serve the Commission and member States, in particular developing countries, effectively.

(b) Committee on Natural Resources

- (i) Name: Committee on Natural Resources (New York).
- (ii) Membership and participation: twenty-four government-nominated experts from different member States, who possess the necessary qualifications and professional or scientific knowledge, who will act in their personal capacities, elected by the Economic and Social Council for a four-year term. Travel expenses and daily subsistence allowance shall be paid by the United Nations for each member of the Committee.

The Committee will have two working groups, one on minerals, and one on water resources.

- (iii) Primary programme objective: current mandate of the Committee on Natural Resources pertaining to minerals and water resources.

The mandate of the Committee on Natural Resources in respect of energy will be assumed by the Committee on New and Renewable Sources of Energy and on Energy for Development (see (c) below).

- (iv) Nature of output and reporting procedure: report to the Economic and Social Council with policy options and recommendations.
- (v) Frequency and duration of meetings: the Committee will meet for two weeks in a time-frame of two years.
- (vi) Secretariat support: the Department of Economic and Social Development and any other relevant existing entities of the Secretariat.

(c) Committee on the Development and Utilization of New and Renewable Sources of Energy

- (i) Name: Committee on New and Renewable Sources of Energy and on Energy for Development (New York).
- (ii) Membership and participation: twenty-four government-nominated experts from different member States, who possess the necessary qualifications and professional or scientific knowledge, who will act in their personal capacities, elected by the Economic and Social Council for a four-year term. Travel expenses and daily subsistence allowance shall be paid by the United Nations for each member of the Committee.
- (iii) Primary programme objective: the Committee will retain the current mandate of the Committee on the Development and Utilization of New and Renewable Sources of Energy, including the consideration of its relation to environment and development.

In addition, it will take over the present mandate of the Committee on Natural Resources pertaining to energy, as defined in Economic and Social Council resolution 1535(XLIX) of 27 July 1970.

- (iv) Nature of output and reporting procedure: report to the Economic and Social Council with policy options and recommendations.
- (v) Frequency and duration of meetings: once every two years for two weeks.

- (vi) Secretariat support: the existing arrangements for servicing the Committee on the Development and Utilization of New and Renewable Sources of Energy may be strengthened through consolidation, in accordance with paragraph 6(4) of the annex to General Assembly resolution 45/264, to provide adequate technical support to the Committee on New and Renewable Sources of Energy and on Energy for Development.

V. FUTURE WORK

8. The specific regional allocation of seats for each of the bodies mentioned above should be decided upon at the next organizational session of the Economic and Social Council, in accordance with paragraph 4(e) above.

VI. REVIEW

9. Any relevant institutional changes and recommendations by the eighth session of the United Nations Conference on Trade and Development and the United Nations Conference on Environment and Development regarding, in particular, the Committee on Natural Resources and the Committee on New and Renewable Sources of Energy and on Energy for Development, shall be considered at the forty-seventh session of the General Assembly.

10. A review of the implementation of the present exercise, including the consideration of further steps, is to be undertaken during the forty-eighth session of the General Assembly, in accordance with resolution 45/264.

Annex II

IV. STRENGTHENING THE ROLE OF THE REGIONAL COMMISSIONS TO PROMOTE
SUBREGIONAL, REGIONAL AND INTERREGIONAL COOPERATION*

154. The Economic and Social Council considered this subject in depth during its second regular session of 1991. In the light of the ongoing discussion about the restructuring and revitalization of the economic and social sectors of the United Nations, particularly during the forty-sixth session of the General Assembly, and taking into account the changes already introduced by the Secretary-General regarding the central departments dealing with economic and social issues, the Council agreed with the proposal of the executive secretaries that this subject be further considered in depth at its current session.

155. The present section of the report is divided into two parts. Part A provides background information to facilitate the discussion on the subject selected for in-depth consideration by the Economic and Social Council. Part B contains an account of the action taken at the respective commission sessions to provide specific inputs in response to General Assembly resolution 46/235 of 13 April 1992 adopted by the Assembly at its resumed forty-sixth session and entitled "Restructuring and revitalization of the United Nations in the economic, social and related fields". Paragraph 6 of the annex to the resolution states:

"The regional commissions should be enabled fully to play their role under the authority of the General Assembly and the Economic and Social Council. Their effectiveness should be strengthened. The regional commissions, particularly those located in developing countries, should also be strengthened in terms of their activities and participation in operational activities of the United Nations system, bearing in mind the overall objectives of the restructuring and the revitalization process and taking into account paragraph 3(h) of the annex to General Assembly resolution 45/264. In this context, the regional commissions are requested to provide recommendations for consideration by the General Assembly at its forty-seventh session."

A. Why the regional commissions should be strengthened

156. The strengthening of the role of the regional commissions must be viewed in the broader context of the current restructuring effort aimed at enhancing the effectiveness of the system vis-à-vis the most salient items of the new development agenda, such as the globalization of certain technological innovations, the persistence of poverty, and the new institutional requirements to cope with the efficient management of economic and social processes. At the same time, the unique capabilities of the regional commissions in the system must be fully recognized and taken into account in any restructuring process.

* This annex is copied from Part IV of the annual report of the Secretary-General to the Economic and Social Council on Regional Cooperation (E/1992/65).

157. Considering that most of the issues in the new development agenda are of a cross-sectoral nature, a multi-disciplinary and regional approach has become increasingly important both in terms of dealing with differentiated social and economic problems and as a basis for promoting concerted action among member States. The success of the United Nations system at the regional level is heavily dependent on concerted and coordinated action throughout the system, within the framework of an integrated approach to development. With that in mind, the Governments of the regions have entrusted to the commissions multi-disciplinary programmes of work in a wide variety of high priority development issues, such as, inter alia, poverty alleviation, integrated rural development, regional economic cooperation, the socio-economic effects of the debt crisis, science and technology for development, and environmental protection and sustainable development.

158. The capacity of the regional commissions to carry out such a multi-disciplinary and integrated approach has long been recognized by member Governments, in view of the greater proximity they have to the countries in their regions. In this context the regional commissions will be called upon to play an increasingly active role in promoting regional and subregional initiatives for cooperation. In order to ensure that United Nations activities in the economic and social sectors remain relevant to the changing needs and concerns of member States, greater regionalization and subregionalization of the system can be expected to occur.

1. The regional commissions within the United Nations system

159. The regional commissions, over the years, have sought to develop a wide range of activities in the economic and social sectors in keeping with their role as the "main general economic and social development centres" as mandated by General Assembly resolution 32/197 of 20 December 1977. Their in-house multi-disciplinary capability has been a special asset, enabling them to undertake interdisciplinary issues for in-depth consideration. This has also equipped them to carry out, although not always without difficulty, the responsibility assigned to them by the General Assembly for coordinating various activities and for exercising their role as "team leader".

160. Based on the experience so far, the regional commissions believe that closer coordination between them and the United Nations agencies should be maintained and strengthened. Generally, coordination with agencies has proven to be effective when it is institutionalized through joint staff arrangements. All the commissions, to varying degrees, manage joint units with specialized agencies, in fields like agriculture, industry, and environment. Similar arrangements exist for human settlements and transnational corporations. In other areas, the commissions hold joint meetings with United Nations bodies and specialized agencies, undertake joint programming exercises, make substantive contributions to their activities, maintain regular exchanges of information and share their databases.

161. It is to be noted that the regional commissions have developed a variety of mechanisms and arrangements for inter-agency coordination in their role as team leader under General Assembly resolution 32/197. Such arrangements include the establishment of inter-agency committees and task forces on various multisectoral subjects, such as rural development and environment, as well as ad hoc consultative arrangements for implementation of various special

decades' programmes and activities which involve several agencies. These have been beneficial in avoiding duplication and in enhancing complementarity in joint planning of activities.

162. The relationship between the regional commissions and the funding agencies of the United Nations system is particularly important. In certain cases, however, potential for conflict in jurisdiction and responsibility (especially in operational activities) could arise if the traditional role and mandate of the regional commissions are surpassed by the efforts of global bodies to extend their regional presence. Greater coordination in the process of setting priorities would thus appear necessary, particularly when regional projects and activities are submitted to Governments for approval. Likewise, there is the need to eliminate any impression vis-à-vis member Governments that the secretariats of the regional commissions and the funding agencies are in competition. There is growing concern, however, that by increasing their in-house expertise and acquiring the same intersectoral and multi-disciplinary characteristics of the regional commissions, the funding agencies will inevitably produce duplication.

163. One basic question that has been encountered by the regional commissions in recent years in their relationship with the funding bodies, such as UNDP and UNFPA, relates to the nature of their respective roles as mandated by the General Assembly and the Economic and Social Council. The general premise has been that in the interest of efficiency and economy, mobilization of resources should be left to a few organizations, such as UNDP, UNFPA and the World Food Programme (WFP), while the execution of substantive activities should be assigned to other entities in the system.

164. A concern that has emerged in the relationship between the regional commissions and funding bodies in recent months has been the tendency on the part of the latter to organize substantive meetings at regional levels of a nature directly infringing on the traditional role and mandate of the regional commissions. This further reinforces the need for the General Assembly and the Economic and Social Council to consider and redefine the relationship and the respective mandates of the two sets of organizations.

165. In paragraph 21 of the annex to General Assembly resolution 32/197, it is stated, inter alia, that regional commissions "should provide inputs for the global policy-making processes of the competent United Nations organs". It may be recalled in this connection that the practice of holding regional preparatory meetings for world conferences or follow-up meetings to these events, convened by regional commissions, has been well established for many years.

2. Strengthening the role of the regional commissions in operational activities

166. Development activities of the United Nations should not be fragmented in such a way that individual national efforts negate one another. In decentralizing programmes, global activities should concentrate upon effective policy coordination and guidance, fully recognizing the competence of the regional commissions in performing the role of intergovernmental forums in setting priorities and determining the most relevant activities to meet the needs in their respective regions. The continued duplication of efforts, particularly at the level of technical advisory services, give cause for concern.

167. The regional commissions are being called upon by the General Assembly and the Economic and Social Council to undertake activities in various areas requiring multi-disciplinary, subregional, regional and intercountry treatment which have not been their traditional fields of activities. While welcoming the trust placed in the capabilities of the regional commissions by these highest forums, two facts are striking: first, the General Assembly and the Economic and Social Council so far have not given consideration as to how resources for carrying out the assigned tasks would be mobilized, nor have they made provision for additional resources to be allocated to the regional commissions for the purpose; second, the regional commissions are not consulted to elicit their capabilities and the priorities determined by their membership at the regional level.

168. The regional commissions are increasingly being called upon to undertake to assist countries in their transition to market economies as well as to countries undertaking economic restructuring. Further, with the solution of regional conflicts, the role played by the regional commissions to assist the reconstruction and development of the war-ravaged economies in the early years of their formation is gaining renewed focus. The close cooperation and coordination of the regional commissions with non-United Nations institutions and organizations active in their respective regions is of paramount importance to ensure the full integration of the organization in development assistance programmes in the economic and social fields.

169. There is a concurrent need to examine the various areas of programming administrative and management practices to strengthen the role of the regional commissions in enhancing their capabilities to respond more effectively to the needs of their membership. Some of these areas are:

(a) The priority setting for programming should fully reflect the views of the regional commissions themselves;

(b) Some budgetary provision should be made to the regional commissions to enable at least their neediest members to attend commission sessions;

(c) Regarding the budgetary process, the participation of the regional commissions, accounting for about 45 per cent of the budget of the Economic and Social Council sector, in Headquarter's programming and budgeting review mechanism, like the Programme Planning and Budgeting Board, is essential.

B. Regional commissions' response to General Assembly resolution 46/235

170. Economic Commission for Europe: since the session of the Commission concluded its work at the same time that the General Assembly adopted its resolution 46/235, ECE was not in a position to respond to the request at that time. The Commission adopted decision A(47) entitled "The work of the Commission as a whole and its future activities", but specific proposals to General Assembly resolution 46/235 will still have to be worked out.

171. Economic and Social Commission for Asia and the Pacific: at its forty-eighth session, the Commission, in response to General Assembly resolution 46/235 adopted resolution 48/12 relating to the role and functions of ESCAP. The text of the resolution is reproduced below:

"The Economic and Social Commission for Asia and the Pacific,

"Taking note of section IV of the annex to General Assembly resolution 46/235 on the restructuring and revitalization of the United Nations in the economic, social and related fields and particularly paragraph 6, in which it was stated that the effectiveness of the regional commissions should be strengthened and that the regional commissions, particularly those located in developing countries, should also be strengthened in terms of their activities and participation in operational activities of the United Nations system, and in which the regional commissions were requested to provide recommendations for consideration by the General Assembly at its forty-seventh session,

"Directs the Advisory Committee of Permanent Representatives and Other Representatives Designated by Members of the Commission to study the above-mentioned resolution and to respond on behalf of the Commission through the Executive Secretary to the General Assembly at its forty-seventh session."

172. As can be seen, the final response of ESCAP to General Assembly resolution 46/235 will be submitted directly to the General Assembly after deliberations are completed in the Advisory Committee of Permanent Representatives and Other Representatives Designated by Members of the Commission.

173. Economic Commission for Latin America and the Caribbean: in response to General Assembly resolution 46/235, ECLAC, during its twenty-fourth session held at Santiago, discussed in depth the role and functions of the Economic Commission for Latin America and the Caribbean. On 15 April 1992, the Ministerial segment of that session adopted resolution 520 (XXIV), which is reproduced below:

"The Economic Commission for Latin America and the Caribbean,

"Recalling General Assembly resolutions 40/237, 41/213 and 43/174 on the review of the efficiency of the administrative and financial functioning of the United Nations,

"Bearing in mind General Assembly resolution 44/103 and 45/177 on the restructuring and revitalization of the United Nations in the economic and social fields,

"Bearing in mind also section IV of the annex to General Assembly resolution 45/264, which calls for a review of the subsidiary bodies of the Economic and Social Council to be carried out at the forty-sixth session of the General Assembly with the objective of possible restructuring and revitalization and with a view to avoiding duplication,

"Noting the steps already announced by the Secretary-General regarding the restructuring of the Secretariat in order to respond effectively to the challenges facing it,

"Noting also General Assembly resolution 46/235,

"Recalling Committee of the whole resolution 419(PLEN.14) on the rationalization of the institutional structure and the pattern of meetings of the ECLAC system, and resolution 489(PLEN.19) on the intergovernmental structure and functions of the Economic Commission for Latin America and the Caribbean,

"Re-emphasizing its conviction that the activities entrusted to the Commission by Economic and Social Council resolution 106(VI) are fully consistent with the development efforts of its member countries, within the broader context of a revitalized programme of the United Nations in the economic and social fields,

"1. Expresses its appreciation for the effective work performed by the Commission and for its significant contribution to economic thinking and to Latin American and Caribbean development efforts in both the analytical and operational fields and in the realm of intraregional and international economic cooperation;

"2. Expresses its conviction that the restructuring and revitalization process under way in the economic and social fields of the United Nations should accord due consideration to the usefulness of the regional, multi-disciplinary and multisectoral approach which has characterized the work of the Commission;

"3. Recommends that the restructuring and revitalization of the United Nations in the economic and social fields being currently undertaken by the General Assembly consider the desirability of:

"(a) Increased decentralization in the execution of activities in the new organizational structure which is being created, based on the concept that the endeavours of the Organization at these fields can be carried out more efficiently and effectively at the field level on a regional and subregional basis;

"(b) Improved coordination and Secretariat-wide coherence by reinforcing the activities of the regional commissions aimed at mutually supporting the activities of the organizations and agencies of the United Nations system in their respective regions through, inter alia, intensifying joint activities and emphasizing joint programming exercises and meetings;

"(c) A clear division of responsibilities regarding regional technical cooperation activities between the regional commissions on the one hand and the United Nations Development Programme and the United Nations Population Fund on the other, in particular by requesting coordination prior to the submission of regional projects and activities to Governments;

"(d) Improved effectiveness of the technical cooperation activities provided by the United Nations to countries -- through the intermediary of the regular programme of technical cooperation -- by decentralizing more of the resources allotted to the Commission under section 12 of the budget and by strengthening its capacity as an agency responsible for executing operational activities and technical cooperation projects at

the regional level in Latin America and the Caribbean, where the Commission, by virtue of its programme of work, is in a better position to take action;

"4. Expresses the conviction that the simplicity of the intergovernmental structure of the ECLAC system (which includes ILPES and CELADE) and the procedure of holding meetings of the Commission in biennial sessions have proved to be effective in meeting the objectives of the Commission;

"5. Decides to transmit this resolution, together with the relevant section of the report of the twenty-fourth session of the Commission and, as a background paper, the document entitled "Restructuring and revitalization of the United Nations in the economic and social fields: role and functions of ECLAC" (LC/G.1716(SES.24/18) to the intergovernmental bodies which are currently charged with the restructuring exercise";

The relevant portions of the discussions in Committee I are available in the biennial report of the Economic Commission for Latin America and the Caribbean (E/1992/35, Supplement No. 15).

174. Economic Commission for Africa: at the twenty-seventh session of the Commission/Eighteenth meeting of the Conference of Ministers, the Commission adopted ECA resolution 728 (XXVII) entitled "Restructuring and revitalization of the United Nations in the economic and social fields: strengthening the role and functions of the regional commissions". The full text of this resolution appears in section I.A of the present report. Another important resolution, which is relevant for the present in-depth discussion, was adopted by the Ministers and is entitled "Strengthening ECA to face Africa's development challenges of the 1990s". The text of this resolution also appears in section I.A above.

175. Economic and Social Commission for Western Asia: as indicated already, ESCWA unfortunately had to postpone its session to August of this year and will only then be able to address the matter and respond properly to the request contained in General Assembly resolution 46/235.

176. The responses made by the regional commissions to General Assembly resolution 46/235 should not detract from the fact that regional commissions have, over the past five years, themselves undertaken reviews and adopted resolutions to enhance their efficiency and effectiveness in response to General Assembly initiatives to restructure and revitalize the economic and social sectors of the United Nations.

177. Last year, the Economic and Social Council adopted decision 1991/302 on "Convening of an ad hoc meeting of high-level experts on the revision of the mandate of the regional commissions", thereby endorsing ECA's resolution 718(XXVI) on "Revitalization of the mandate and operational framework of the regional commission for Africa". Owing to the restructuring efforts of the first phase already under implementation, it has not been possible to convene this ad hoc meeting of high-level experts before the current session of the

Economic and Social Council. The Commission at its twenty-seventh session/Eighteenth meeting of the Conference of Ministers also adopted a Final Declaration, which deals, inter alia, with matters of priority setting, the conference structure, the role of the MULPOCs, coordination issues, and environment issues, and reaffirmed the continuing validity of the regional commissions as important organs of the United Nations for promoting socio-economic development in various regions of the world.

178. The Economic Commission for Europe, at its forty-fifth session in 1990 adopted resolution 0(45) entitled "The activities of the Economic Commission for Europe", in which the Commission decided on five priority areas of activity, and on broad outlines of work in sectors not identified as priorities. It agreed on a certain number of adjustments to the methods of work and structures of its subsidiary bodies.

179. The Economic and Social Commission for Asia and the Pacific at its forty-seventh session in 1991 adopted resolution 47/3 entitled "Restructuring the intergovernmental structure subsidiary to the Commission", which endorsed the recommendations made by the ESCAP Group of Eminent Persons relating to the progressive reorganization of the work of the Commission on a thematic basis, that is, the setting up of three thematic committees.

180. The Economic Commission for Latin America and the Caribbean at its nineteenth session of the Committee of the Whole in 1987 adopted resolution 489(PLEN.19) entitled "Intergovernmental structure and functions of the Economic Commission for Latin America and the Caribbean".

181. The Economic and Social Commission for Western Asia at its fifteenth session in 1989 adopted resolution 175(XV) entitled "Strengthening of the role and performance of the Economic and Social Commission for Western Asia".

Annex III

COMPREHENSIVE TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES
FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM*

The General Assembly,

Recalling its resolutions 2688(XXV) of 11 December 1970, 32/197 of 20 December 1977, 41/171 of 5 December 1986, 42/196 of 11 December 1987 and 43/199 of 20 December 1988,

Taking note of the report prepared by the United Nations Population Fund on the review and assessment of population programme experience,^{68/} pursuant to the request contained in resolution 43/199,

Reaffirming the exclusive responsibility of the Government of the recipient country for formulating its national development plan, priorities or objectives, as set out in the consensus of 1970 contained in the annex to its resolution 2688(XXV), and emphasizing that the integration of the operational activities for development of the United Nations system with national plans and objectives would enhance the impact and relevance of those activities,

Reaffirming also that national plans and priorities constitute the only viable frame of reference for the national programming of operational activities for development of the United Nations system,

Reaffirming further that the fundamental characteristics of the operational activities for development of the United Nations system should be, inter alia, their universality, their voluntary and grant nature, their neutrality and multilateralism, and their ability to respond to the needs of the developing countries in a flexible manner, and that the operational activities of the United Nations system are carried out for the benefit of the developing countries, at the request of those countries and in accordance with their own policies and priorities for development,

Recognizing the different and complex situations and conditions that exist in developing countries and the consequent need for the activities of the United Nations development system to respond effectively to them,

Recognizing also the urgent and specific needs of the least developed countries,

Aware of the acute problems of island and land-locked developing countries and their particular needs for development to overcome their economic difficulties,

Recalling the United Nations Programme of Action for African Economic Recovery and Development 1986-1990,^{70/}

^{68/} A/44/432, annex.

^{70/} Resolution S-13/2, annex.

* General Assembly, forty-fourth session, Supplement No. 49 (A/44/49).

Recalling also its resolution 42/231 of 12 May 1988 on the Special Plan of Economic Cooperation for Central America,

Concerned about the worsening economic and social situation of many developing countries,

Stressing the need for a significant increase in real terms in the overall resources available for development cooperation, taking into account the economic problems of developing countries, the economic capacities of developed countries and recent developments in international relations, which may have an impact on resources available for development, and emphasizing in this respect the need to increase the grant element of development cooperation resources,

Concerned that the resources available for operational activities are insufficient in relation to the requirements of developing countries,

Stressing the consequent need for a substantial increase in resources for operational activities for development on a predictable, continuous and assured basis, commensurate with the increasing needs of developing countries, and emphasizing the special needs of the least developed countries,

Recalling the role of the United Nations Development Programme as the central funding mechanism for the United Nations system of technical cooperation, the full potential of which has not yet been realised,

Recognizing the need to reorient operational activities in order to strengthen and utilize fully national capacities in all aspects of the programme and project cycle,

Stressing that coordination in funding arrangements and procedures of the operational activities for development of the United Nations system should minimize the administrative and financial burden on recipient Governments in their endeavours effectively to monitor and coordinate programmes and projects and should maximize their complementarities and avoid duplication, so as to increase the positive impact of such activities on the development of developing countries,

Stressing also that government/national execution and full utilization of national capacities would contribute to ensuring that programmes and projects are managed in an integrated manner and to promoting their long-term sustainability and wider impact on the development process,

Emphasizing the need to increase and strengthen the promotion and implementation of technical cooperation among developing countries on a priority basis, through the rapid and full implementation of the Buenos Aires Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries,^{71/} in order to enhance the capacities and collective self-reliance of developing countries,

^{71/} Report of the United Nations Conference on Technical Cooperation among Developing Countries, Buenos Aires, 30 August - 12 September 1978 (United Nations publications. Sales No. E.78 11.11. and correspondent, chapter 1.

Emphasizing also the need to further decentralize capacity and authority in the United Nations system to the country level in order to increase responsiveness to the needs of developing countries, enhance coherent and efficient programming and resource utilization, achieve the objectives of programmes and projects, and strengthen and utilize national capacity,

Emphasizing further that the range and quantity of skills and expertise assembled by the United Nations system at the country level, under the team leadership of the resident coordinator, should correspond to the multisectoral and sectoral technical backstopping needs and requirements of developing countries and should be within the framework of the respective government programme of cooperation of the United Nations system, rather than to the institutional structure of the United Nations system,

Reaffirming the need to promote the full integration of women in all aspects of the development process in accordance with the Nairobi Forward-looking Strategies for the Advancement of Women,^{4/}

Affirming the need to promote the survival, protection and development of children and youth and the full integration of their concerns in the development process of the developing countries,

Recognizing the importance of regional, interregional and global cooperation for solving common problems in the light of current concern for global, regional and subregional problems,

Affirming the responsibility of the Director-General for Development and International Economic Cooperation for leadership in promoting the coherence, coordination and effectiveness of the operational activities for development of the United Nations system,

Welcoming the positive reaction of the governing bodies of the organizations of the United Nations development system to the conclusions and recommendations^{72/} contained in the report on the case studies undertaken in 1987 and in General Assembly resolution 42/196 adopted subsequently,

Taking note with appreciation of the decision adopted by the Administrative Committee on Coordination in April 1989^{73/} concerning the role and functioning of the United Nations development system in the 1990s, particularly the unequivocal resolve of its members to continue to adapt, both individually and collectively, to present needs, evolving circumstances and challenges in the developing countries,

^{4/} Report of the World Conference to Review and Appraise the Achievements of the United Nations Decade for Women: Equality, Development and Peace, Nairobi, 15-26 July 1985 (United Nations Publication, Sales No. E.85.IV.10), chap. I, sect. A.

^{72/} A/42/326/Add.1-E/1987/82/Add.1, annex, sect. VIII.

^{73/} See A/44/324-E/1989/106, para. 18.

1. Takes note with interest of the report of the Director-General for Development and International Economic Cooperation on the comprehensive triennial policy review of operational activities for development of the United Nations system,^{74/} including the report on the integrated country reviews on the functioning of the operational activities for development of the United Nations system;^{75/}

2. Reaffirms that the recipient Governments have the sole responsibility for the coordination of external assistance and the principal responsibility for its design and management and that the exercise of those responsibilities is crucial to the optimal use of external assistance and to the strengthening and utilization of national capacity;

3. Stresses that, in order to attain the goal of self-reliance in the developing countries through the strengthening of national capacities, the operational activities of the United Nations system should emphasize the human dimension of development, in particular through education, training and the development of human resources, should emphasize the need to reach the poorest and most vulnerable sections of societies and should have a positive impact on the overall quality of life and development;

4. Reaffirms the need for priority allocation of scarce grant resources to programmes and projects in low-income countries, particularly the least developed countries;

5. Requests the Secretary-General to include in his report on international cooperation for the eradication of poverty in developing countries a section analysing the role that operational activities for development could play in that area;

6. Stresses the need for maximum participation of populations, local communities and organizations, including national non-governmental organizations, in the development process, and encourages, when Governments so request, promotion of participants at the grass-roots level and of the productive sectors in the operational activities of the United Nations system;

7. Reaffirms the importance of the integration of women in United Nations development programmes as participants in all aspects of the development process, and calls upon the funding, technical and specialized agencies to intensify efforts to increase the participation of women, particularly those from developing countries;

8. Emphasizes the protection and support of children as integral to the development process, and recognizes the need for education and the promotion of opportunities for youth and the need to reflect the concerns of children and youth in development cooperation programmes of the United Nations system;

^{74/} A/44/324-E/1989/106 and Add. 1-5.

^{75/} A/44/324/Add.2-E/1989/106/Add.2.

9. Calls upon the international community, in particular donor countries, to make a real and significant increase in resources for operational activities for development on a continuous, predictable and assured basis, and urges all countries to increase their voluntary contributions for operational activities for development;

10. Urges developed countries, in particular those countries whose overall performance is not commensurate with their capacity, taking into account established official development assistance targets and present levels of contribution, to increase their official development assistance substantially, including contributions to operational activities of the United Nations system;

11. Emphasizes the primary importance of funding through core resources in operational activities for development, and, at the same time, recognizes the value of special-purpose grant resources, provided that they are designed as a means to ensure additional resource flows and that their projects are coherently and effectively integrated in the technical cooperation programmes of the United Nations system, in conformity with each country's national development plan and programme and in accordance with the respective mandates of United Nations programmes and organizations;

12. Stresses the value of the concept of central funding of technical cooperation through the United Nations Development Programme in order to promote coordination and responsiveness to national priorities through the country programming system, and urges all Governments to channel the maximum possible share of resources available for multilateral technical cooperation through the Programme;

13. Emphasizes the need for full utilization of national capacities in all aspects of the programming processes and project cycles of operational activities;

14. Stresses the need, in this context, to improve the operational activities of the United Nations system, in particular with respect to programming, simplification and harmonization of rules and procedures governing the programming processes and project cycles, decentralization of authority, role of the country office structures and reorientation of execution modalities, in order to enable the recipient Governments to exercise their management and coordination responsibilities and strengthen their national capacities;

15. Emphasizes that the United Nations system at the country level should be structured and composed in such a way that it corresponds to ongoing and projected cooperation programmes rather than to the institutional structure of the United Nations system and, to this end, decides:

(a) That the country offices and the resident coordinators should effectively provide ongoing multidisciplinary technical advice and support to the Government in its programming and executing responsibilities;

(b) To reinforce the team-leadership capacity of the resident coordinator within the United Nations system at the country level for the integration of the sectoral inputs of the system and for the effective and coherent coordination of the response of the United Nations system to the national programme framework, through, inter alia:

- (i) A clarified and strengthened mandate from the Administrative Committee on Coordination, in accordance with General Assembly resolutions 32/197, 41/171 and 42/196;
- (ii) The effective coordination of technical advice and input from the United Nations system;
- (iii) Closer cooperation of the field representation of the United Nations system at the country level with the resident coordinator;

(c) To request the Director-General for Development and International Economic Cooperation to include in its annual report on operational activities for development, in 1991, an analysis of possible ways and means of providing multidisciplinary technical advice from the United Nations system at the country level, including the concept of multidisciplinary teams and their ability to provide effective and flexible assistance, taking into account the need to maximize the utilization of the capacities of the country offices and field representations of the United Nations system and the varied situations and needs of the developing countries;

(d) To request all organs, organizations and bodies of the United Nations system to make, without delay, the necessary arrangements, in cooperation with host Governments and without additional cost to developing countries, to establish common premises at the country level, and to request the Director-General to include in his annual reports on operational activities information on progress made in that area;

16. Recognizes the urgent need to improve the field representation of the United Nations system in accordance with the functions set out in the present resolution, and requests the Director-General to present a report containing comprehensive information, drawing on all relevant reports on the field representation of the United Nations system, and to make specific recommendations for improvement and increased effectiveness in line with the objectives of the present resolution to the General Assembly at its forty-sixth session, and requests the executive heads of all the organizations concerned to cooperate fully in the preparation of that report by providing the relevant information;

17. Calls for more integrated and coordinated programming of United Nations system cooperation, in which programming processes would be based on an overall national programme framework for operational activities for development to be prepared by the recipient Government, with a view to submitting it to the organizations of the United Nations system for their support and funding, whose response would be coordinated by the resident coordinator, and decides that:

(a) Governments should formulate, in accordance with their own development plans and priorities, integrated national programme frameworks setting out cooperation requirements of the organizations of the United Nations system, which would enable the system to support more effectively the development priorities of developing countries and to be more country-focused and would facilitate the development of a programme approach, through the

clear definition of national objectives and systematic analysis of development problems and constraints;

(b) The organizations of the United Nations system should adapt their programming processes to base them upon those national programme frameworks and the needs and practices of recipient Governments;

(c) Programme cycles of all funding agencies of the United Nations system should be harmonized with and adapted to the planning periods of national Governments, and further consideration should be given to the introduction of budgetary cycles on a rolling-cycle basis;

(d) The need for a shift from a project approach to a programme approach implies that all relevant governing bodies, in particular the Governing Council of the United Nations Development Programme, should develop more programme-oriented mechanisms for the provision of technical cooperation, with a view to allowing more flexible and effective support of national programmes;

(e) Non-emergency food aid channelled through the organizations of the United Nations system should be programmed coherently so as to ensure its full integration with the development programmes of the Government;

(f) Organizations participating in programming should be invited to increase their efforts directed towards integrated programming under the leadership of Governments;

(g) The Director-General for Development and International Economic Cooperation should be requested to conduct an independent study aimed at developing, among other possible ways to improve the coordination of the United Nations system at the country level, the concept of a document containing the integrated operational response of the United Nations system at the country level to the national programme framework of the recipient Government for operational activities for development, which would give greater coherence to existing programming instruments, and to submit this study to the General Assembly at its forty-fifth session, through the Economic and Social Council, including an analysis containing his views on the impact of this approach, in particular on the role of the resident coordinator, on the leadership role of the United Nations Development Programme, and on the relationship and relevance of such an approach to the existing coordinating mechanisms of the organizations of the United Nations system at the country level, such as National Technical Cooperation Assessment and Programmes, round tables and consultative groups, and possible ways to implement the relevant elements contained therein;

18. Decides that, in order fully to enable Governments to assume the execution of programmes and projects funded by the United Nations system for development, the following changes should be undertaken:

(a) The present rules and procedures for government/national execution should be adapted, as appropriate, to promote and maximize the utilization and strengthening of national capacities, while enabling Governments to make effective use of the expertise available within the United Nations system in the implementation of programmes and projects;

(b) Procedures pertaining to programme and project formulation, design, appraisal, implementation, procurement, reporting, monitoring and evaluation should be simplified and harmonized, taking into account costs involved for recipient Governments and the United Nations system, at both the country and headquarters levels, and on the basis of consultation with recipient Governments;

(c) Governing bodies should review existing budget, audit and other relevant practices, with a view to taking specific decisions on measures designed to promote and maximize the utilization of national capacities through government/national execution, a more programme-oriented approach and the improved provision of technical advice and backstopping;

19. Considers that, in the context of the application of the system of government/national execution of programmes and projects, as set out in paragraph 18 of the present resolution, the participation of specialized agencies and technical entities of the United Nations system in operational activities should be redefined towards, in particular, the provision of technical support to Governments on a multisectoral and sectoral basis, as well as a supportive technical role in the project cycle, as requested by Governments;

20. Requests all organs and organizations of the United Nations system to improve their ability to provide Governments at the country level with information on the capacities and needs of other developing countries, in the required detail, so as to enable greater integration in programme and project formulation and implementation of technical cooperation among developing countries, with a view to strengthening the capacities of developing countries;

21. Stresses the need to attach high priority to substantially increasing procurement from developing countries, in order to promote collective self-reliance, while paying due respect to the principles of international competitive bidding, and, in this regard, emphasizes the importance for all parts of the United Nations system of setting specific goals for increasing procurement from developing countries;

22. Acknowledges the commitment to procurement from under-utilized major donor countries and recommends the implementation of the relevant proposals of the Director-General^{76/} in accordance with the principles of international competitive bidding;

23. Recommends, within the framework of a more decentralized and strengthened capacity of the United Nations system at the country level, the delegation of authority from the headquarters to the country level by the organs and organizations of the United Nations system in order to develop a country-focused approach and to ensure maximum utilization and strengthening of national capacities and, in this regard, calls upon those organs and organizations to introduce the following changes:

(a) Within the broad multi-year programmes and projects approved by governing bodies, approval authority for specific programmes and projects should, to the maximum extent possible, be delegated to the country level, in

^{76/} See A/44/324/Add.3-E/1989/106/Add.3.

support of improvement of programme and project appraisal capacity, and field offices should fully exercise that approval authority with a view to improving speed, quality and efficiency of implementation;

(b) During implementation of the overall programmes approved by governing bodies, country offices should have the flexibility to make budgetary revisions of projects during implementation;

24. Reaffirms the established principles of accountability within the operational activities for development and, while maintaining the ultimate accountability of the executive heads of the funding organizations, stresses the need to redefine and adapt working mechanisms for ensuring full accountability, in the light of the reorientation of the United Nations development system towards, in particular, government/national project execution, decentralization, delegation of authority and adoption of a more programme-oriented approach, as noted in paragraphs 15, 17, 18 and 23 of the present resolution, and for this purpose recommends the following:

(a) The executive heads of the funding organizations of the United Nations system should make specific proposals to their governing bodies on ways and means of ensuring accountability through rationalizing and streamlining their existing systems, in the context of harmonization and simplification of procedures, including the possibility of conferring on the country offices a greater role in ensuring accountability;

(b) Recipient Governments should take the necessary steps to improve their capacity to satisfy the accountability requirements of their executing role, including financial reporting and the audit function, for operational activities for development and, in this regard, the funding organizations should provide appropriate technical support;

(c) All specialized and technical agencies, in the context of the review of their budget, audit and other relevant practices referred to in paragraph 18(c) of the present resolution, should take specific measures to achieve a greater degree of accountability and transparency in the use of funds for operational activities;

(d) Governing bodies of the relevant organizations should improve their working mechanisms so that they may exercise their overview function more effectively;

25. Encourages the Governing Council of the United Nations Development Programme to continue to consider the question of successor arrangements for agency support costs from the standpoint of how best to meet the needs of developing countries and to foster coordination and coherence within the United Nations system, taking into account the need to ensure maximum utilization of national capacity through, in particular, government/national execution of projects, a more programme-oriented approach and regular and timely provision of technical advice and backstopping by agencies at the country level, as stated in paragraphs 17, 18 and 19 of the present resolution;

26. Requests the executive heads of the United Nations funding and technical agencies to re-examine their organizational structures and staff deployment in support of the requirements of decentralization to the country

offices, with a view in particular to redeploying personnel and effecting economies at headquarters;

27. Stresses the vital importance of the full, coordinated and timely implementation of all modifications required of the organs, organizations and bodies of the United Nations system, as mentioned in the present resolution;

28. Decides that the implementation of the present resolution by the United Nations system in all the areas mentioned in the resolution should be accomplished as early as possible, and requests the Director-General to submit a proposed three-year schedule for the implementation of the resolution by all the organs, organizations and bodies of the United Nations system to the Economic and Social Council at its second regular session of 1990 and to draw attention to recommendations on which he considers additional guidance is required, particularly those facilitating the full implementation of the present resolution, and make available his report containing recommendations for the comprehensive triennial policy review of operational activities for development of the United Nations system;^{76/}

29. Requests the Director-General to submit, for the next three years, annual reports on the implementation of the present resolution, on a consolidated system-wide basis, to the Economic and Social Council at its second regular session;

30. Calls upon States members of the governing bodies of all organs, organizations and bodies of the United Nations system consistently to ensure full implementation of the provisions contained in the present resolution;

31. Also calls upon the governing bodies of the organs, organizations and bodies of the United Nations system to make the adjustments required to implement the provisions of paragraphs 15, 17, 18 and 20 through 24 of the present resolution and to prepare information on the measures taken, to be included, starting in 1991, in the annual reports of the Director-General submitted through the Economic and Social Council to the General Assembly;

32. Requests the executive heads of the organs, organizations and bodies of the United Nations system to cooperate fully with the Director-General in the implementation of the present resolution, including, in particular, the preparation and implementation of the schedule referred to in paragraph 28 of the resolution;

33. Reaffirms the provision contained in General Assembly resolution 32/197 concerning the representation of developing countries at the executive management and other central decision-making levels of secretariat structures in the area of operational activities for development of the United Nations system, and requests the Director-General to include, in his annual report to be submitted to the Economic and Social Council at its second regular session of 1990, a section on the implementation of this provision;

34. Requests the Director-General to submit to the General Assembly at its forty-seventh session, in the context of the triennial policy review, a comprehensive analysis of the implementation of the present resolution and to make appropriate recommendations.

