



**Administrative Committee  
on Coordination**

ACC/1994/3  
28 June 1994

ENGLISH ONLY

REPORT OF THE CONSULTATIVE COMMITTEE ON PROGRAMME  
AND OPERATIONAL QUESTIONS ON ITS SECOND SESSION

(Geneva, 21-25 February 1994)

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## INTRODUCTION

1. The Consultative Committee on Programme and Operational Questions (CCPOQ) of the Administrative Committee on Coordination (ACC) held its second session at the Palais des Nations, Geneva, from 21 to 25 February 1994. The agenda for the session is contained in annex II to the present report and the list of participants in annex III.

### I. MATTERS FOR CONSIDERATION BY THE ADMINISTRATIVE COMMITTEE ON COORDINATION

#### A. Preparations for the discussion of specific agenda items in ACC

2. CCPOQ submits the attached note on the division of labour and access to resources (annex I) for the attention of ACC.

#### B. Matters for endorsement or approval by ACC

3. CCPOQ is pleased to recommend to ACC that it approve the nomination of Dr. Nafis Sadik, Executive Director of the United Nations Population Fund (UNFPA), as CCPOQ Chairperson for a period of two years, 1994-1996 (para. 78).

4. CCPOQ took note of the study on a joint and co-sponsored United Nations programme on HIV/AIDS and decided to transmit it (ACC/1994/POQ/CRP.4) to ACC (paras. 42-46).

#### C. Proposed agenda, date and venue for the next meeting of CCPOQ

5. The Committee took note that the dates for the second regular session of 1994 of ACC had not yet been determined, and that consequently the dates of its own regular autumn session would have to be determined by the Organizational Committee (OC) at its meeting in March 1994, in the light of the dates fixed for the ACC meeting.

6. In view of a number of items that had to be reviewed for submission to the Economic and Social Council at its substantive session of 1994, CCPOQ determined to hold a brief inter-sessional meeting in Geneva on 2 and 3 May, with the following agenda:

1. Operational activities for development (preparation of the report of the Secretary-General on the implementation of General Assembly resolution 47/199).

2. Coordination questions:

- (a) Guidelines for the preparation of the 1994-1995 ACC biennial report on the programmes and resources of the United Nations system;
- (b) Report of the Secretary-General on coordination in the area of drug control;
- (c) African economic recovery and development.

7. CCPOQ also approved the following agenda for its regular autumn session, tentatively scheduled for five days in September 1994:

1. General issues:

- (a) Follow-up to substantive session of 1994 of the Economic and Social Council;
- (b) Regional dimensions of cooperation.

2. Programme coordination:

- (a) African economic recovery and development;
- (b) Poverty alleviation;
- (c) Drug control.

3. Operational activities:

- (a) Implementation of General Assembly resolution 47/199, including evaluation and monitoring;
- (b) Support costs;
- (c) Terms of reference of resident coordinators.

4. Reports of Subcommittees:

- (a) Subcommittee on Nutrition;
- (b) Subcommittee on Statistical Activities;
- (c) Subcommittee on Demographic Estimates and Projections;
- (d) Subcommittee on Rural Development;
- (e) Subcommittee on Drug Control.

5. Other matters:

- (a) Draft ACC comments on JIU reports.

II. WORK OF CCPOQ

A. Action taken and decisions adopted

8. CCPOQ took note of the reports of the Subcommittee on Statistical Activities and the Subcommittee on Drug Control (paras. 61-63). It also agreed that the Subcommittee on Rural Development would hold its twenty-second meeting in Rome, on 11-13 May 1994 (para. 65).

9. CCPOQ also finalized draft ACC comments on the JIU reports entitled "Working with non-governmental organizations: operational activities for development of the united nations system with non-governmental organizations and Governments at the grass-roots and national levels (JIU/REP/93/1)" and "Field representation of United Nations system organizations: a more unitary approach (JIU/REP/92/8)" (paras. 66-68).

B. Division of labour and access to resources

10. CCPOQ recalled the request of ACC, at its second regular session of 1993, that CCPOQ further examine issues related to the division of labour and access to resources in preparation for a discussion by ACC at its first regular session of 1994 (see ACC/1993/28, para. 17). Following a presentation by Mr. Francis Blanchard, ACC Senior Consultant, of his analysis of the issues involved, CCPOQ extensively discussed the current situation and the possible measures to be taken: its observations are contained in a separate note (annex I), which is submitted for consideration by ACC.

11. In summarizing CCPOQ deliberations, the Chairman underlined the common objective of helping developing and transition countries effectively, on the one hand, and ensuring proper use of donor funds on the other. To achieve that goal, simultaneous action had to be undertaken within the United Nations system and vis-à-vis Governments themselves. Such action could be grouped under five headings:

(a) The application of the principles of excellence and comparative advantage, including greater interaction of analytical, normative and operational functions;

(b) The development - and visible demonstration - of inter-agency cooperation, including arrangements for multidisciplinary approaches at the global, regional and country levels;

(c) The clarification of financial sources for operational activities, including the possibilities of funding by regular/assessed budgets; the revival of UNDP's funding role and ad hoc mechanisms (e.g. trust funds) to attract thematic or sectoral funds; and greater interaction with the World Bank;

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(d) To publicize more effectively the impact of United Nations system action at global, regional and country levels, with improved measurements of such impact;

(e) To sensitize Governments on their responsibilities in the allocation of resources according to need; providing funding for mandated activities; reviewing the conditionality attached to such funding, which could exclude certain key global and regional sectors; reconciling the thematic approach with the United Nations occasional and necessary gap-filling role; and reassessing the modalities for application of the national execution principle.

C. Implementation of General Assembly resolution 47/199

12. The representative of the United Nations briefed CCPOQ on preparations under way for the report of the Secretary-General on that item to be submitted to the Economic and Social Council at its substantive session of 1994. He also provided CCPOQ with a number of background documents as part of Information Note 1.

1. Resident coordinator system

13. The Committee reviewed a report prepared by a consultant on the analysis of the 1992 annual reports of United Nations system resident coordinators and a note by the Secretary containing the views of the CCPOQ Working Group on the Resident Coordinator System.

14. The consultant's report contained three parts: (a) a summary of issues identified by resident coordinators and their comments; (b) the consultant's recommendations on possible action by CCPOQ and the Department for Policy Coordination and Sustainable Development of the United Nations Secretariat; and (c) suggestions on the preparation of future annual reports. CCPOQ noted with satisfaction the quality of the analysis submitted under part A and the identification of the key issues and concerns. It felt that part B did not take account of the considerable progress that had taken place since 1992 and overly reflected the consultant's personal views on the situation. With respect to part C, a number of the consultant's suggestions had already been taken into account in the preparation by the Department of instructions to the resident coordinators for the 1993 reports.

15. Concern was expressed by some members of CCPOQ that the annual reports of the resident coordinators did not always reflect regional priorities or the views of agencies not represented at the national level. CCPOQ underlined the value of preparing the report in a collegiate manner and the need for consultations with all United Nations agencies with activities at the country level.

16. CCPOQ agreed to carry out an annual review of the reports of the resident coordinators. In order to assist in that process, it was also proposed that organizations with field representation provide CCPOQ with an analysis of their

experience concerning the functioning of the resident coordinator system and other issues of common concern.

17. CCPOQ also reviewed a note by the Secretary (ACC/1994/POQ/CRP.3) on the updating of the terms of reference of resident coordinators. The note consisted of a historical summary of the evolution of the concept of the resident coordinator, as well as a draft consolidated statement on the role and functions of resident coordinators. In his presentation, the Secretary pointed out that the various arrangements for the exercise of the functions of the resident coordinator were currently distributed between different documents. A clarification and consolidation exercise therefore appeared necessary prior to addressing the provisions in resolution 47/199 for a strengthened resident coordinator function.

18. It was agreed that CCPOQ members would review the accuracy of the historical summary in the note and advise the Secretary of any additions or amendments before end-May 1994. The draft consolidated statement was referred to the Working Group on the Resident Coordinator system for review.

## 2. Programme approach

19. The representative of the United Nations informed CCPOQ of the impending country-level assessments as foreseen in Economic and Social Council resolution 1993/7. He recalled that comments had been sought by letter of 9 February 1994 on the terms of reference for those missions as well as on the selection of target countries. Organizations of the United Nations system had been invited to participate in those missions. CCPOQ was informed that due to the global resident representative meeting starting 21 March 1994, the informal consultations at Turin on the programme approach were being rescheduled to 25-29 April 1994. A number of comments were made by the smaller technical agencies about their concerns in relation to the programme approach. It was also suggested that the assessment for the Economic and Social Council include experience with the approach at the regional level. The United Nations agreed to ensure that concerns of the smaller agencies were fully reflected in the report to the Economic and Social Council. Moreover, it was indicated that the consultant retained to assist in some of the assessments would also cover the regional aspects of the question.

20. The representative of United Nations Development Programme (UNDP) briefed CCPOQ on developments regarding the establishment of a methodology for evaluation in the context of the programme approach, as requested in paragraph 13 of General Assembly resolution 47/199. No further comments having been received from agencies on the draft presented to CCPOQ in September 1993 by the UNDP Inter-Agency Working Group (IAWG) on evaluation, a revised version was being prepared for review by IAWG members in March 1994, possibly by correspondence. The revised version might also be reviewed by the programme approach workshop in April 1994. A final version would thereafter be submitted to CCPOQ for formal approval.



### 3. National execution

21. The representative of the United Nations recalled the purpose of the country-level assessments of the progress made in the application of the national execution modality, as required in response to Council resolution 1993/7. In response to questions raised by members, he stressed that the assessment would not deal with the full range of questions since these would be addressed in an evaluation by UNDP as well as in a report of the JIU.

### 4. Decentralization

22. The Secretary reported on the work of the CCPOQ Working Group on Decentralization. He noted that five broad areas related to decentralization had been identified for further review (secretariats/mechanisms, governing body responsibilities, funding, delegation of authority and field structures). It was observed that increasing decentralization often led to greater coordination needs at headquarters level. A draft questionnaire on field staff resources was reviewed. It was agreed that the Working Group would be requested to revise the questionnaire in the light of comments made at the meeting for future refinement; the questionnaire would thereafter be issued. It was also considered important that reports prepared in accordance with paragraph 51 of General Assembly resolution 47/199 reflect the issue of decentralization.

### 5. Country strategy note

23. In introducing that item, the representative of the United Nations provided:

(a) Information on the status of preparation of country strategy notes at the country level;

(b) Results of a survey on the functioning of the field-level coordination committees;

(c) Information on the final draft of the country strategy note guidance elements to be issued to resident coordinators and their senior country-level colleagues.

24. Regarding the status of the country strategy notes, at present 34 Governments had chosen to proceed with their preparation. In another 30 countries, consultations with the Government were at various stages of progress. Six countries were facing special circumstances, making discussions with their Governments difficult at that stage. One Government had chosen not to proceed with the exercise. Detailed information was made available on an informal basis; the monitoring system for the exercise was still being refined and more up-to-date information was expected in the forthcoming weeks.

25. Regarding the field-level coordination committees, the representative of the United Nations emphasized that the country strategy note exercise required that they function effectively in accordance with ACC guidelines and with

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paragraphs 40 and 41 of General Assembly resolution 47/199. Based on information obtained through the 1992 annual reports of resident coordinators and a special survey launched on 7 January 1994, detailed information was available, indicating that:

(a) Thirty-six countries had formally constituted coordination committees as per paragraphs 40 and 41 and ACC guidelines, including thematic groups;

(b) Twenty-one countries had coordinating committees but did not have thematic groups with a lead agency;

(c) Sixteen countries had not formally constituted coordination committees but followed another approach and used thematic groups;

(d) Thirty-two countries had neither formally constituted committees nor thematic groups;

(e) Four countries faced special circumstances that precluded the establishment of either coordinating committees or thematic groups.

26. The data revealed the need to monitor more closely the functioning of coordination mechanisms, including thematic groups, particularly as they related to the preparation of the country strategy note. Consideration should be given to establishing more precise guidance and to taking other practical steps in that regard. In the mean time, the preliminary analysis was shared informally with members of CCPOQ and would be reflected in the report to the Economic and Social Council, taking into account any further data to be obtained through the 1993 annual reports of resident coordinators.

27. Regarding the guidance elements, the representative of the United Nations indicated that they had formerly been the subject of extensive consultations and currently included the relevant excerpts of General Assembly resolution 47/199 and the ACC agreement of April 1993. He expressed the hope, which was echoed by a number of members, that the document would be finalized by the end of the current session of CCPOQ and could be issued by the United Nations drawing the special attention of resident coordinators and others to the problem areas that had arisen in some countries.

28. Regarding the status of the exercise, some concern was expressed at the quality of the response and at the fact that a number of resident coordinators had initiated a country strategy note exercise without firm government agreement. Moreover, in some cases, certain members of the United Nations system, particularly those not represented at the field level, were not involved in the dialogue with Government which tended to undermine the process. Among other difficulties mentioned were the absence of thematic subgroups as foreseen in the ACC Guidelines; a time horizon for the exercise that was too short; and some misunderstanding of its programmatic implications. A few other members also indicated that difficulties had arisen at that early stage of preparations; they stressed the need for guidance.

29. Questions were raised about the responsibilities for monitoring the exercise and for ensuring its adherence to guidelines. Concerning the guidance

elements, broad agreement with the current draft was expressed. It was agreed that the document would be issued in the near future by the United Nations. The United Nations Children's Fund (UNICEF) expressed concern at the use of the term "framework" and some of the language used in a few parts of the guidance elements. The World Bank cautioned that the time-frame might be too short in relation to the tasks envisaged.

30. In responding to those concerns, the representative of the United Nations confirmed that the United Nations would monitor adherence to guidelines but cautioned that the monitoring of the country strategy note exercise, particularly its substantive aspects, was a collective task. Furthermore, he indicated that the guidance elements would be issued shortly and would take into account the views and concerns expressed.

#### 6. Harmonization of programming cycles

31. Information was provided within the context of the report by the Joint Consultative Group on Policy (JCGP) that progress was being made to harmonize the programming cycles, particularly concerning UNDP, UNFPA and UNICEF. It was pointed out that harmonization could not include most of the specialized agencies as they did not have comparable programming cycles.

#### 7. Simplification and harmonization of rules and procedures

32. CCPOQ concurred with the conclusion, reached at the High-Level Meeting of JCGP held in Dhaka, Bangladesh on 7 February 1994, that work towards a common United Nations system-wide manual, as requested by the General Assembly in its resolution 47/199, could be undertaken most positively by building, step by step, on those areas where agreement had already been reached. It was further acknowledged that a proactive approach should be taken in building towards that goal. The ACC agreement on the programme approach and national execution was cited, as was progress in such areas as monitoring and evaluation and the country strategy note exercise.

#### 8. Evaluation and monitoring

33. CCPOQ was briefed on the ongoing inter-agency mechanisms that were dealing with evaluation and monitoring. The Inter-Agency Working Group on Evaluation (IAWG) focused mainly on the relationship between UNDP and the specialized agencies, while a subgroup had been established to advance the issue within the JCGP context.

34. There was an exchange of views on the implementation of paragraph 34 of General Assembly resolution 47/199. CCPOQ decided to set up a one-time ad hoc working group on the issue to bring together the two groups; although they overlapped, neither had complete coverage. The meeting would probably be scheduled in conjunction with the next IAWG session. Notification of the meeting would be sent to all CCPOQ members.

35. It was noted that a JCGP subgroup was reviewing the management audit issue. The possibility of the chairman of the subgroup providing a briefing to CCPOQ at its next session would be explored.

#### 9. Operational activities training

36. The representative of the International Training Centre of the International Labour Organization (ILO) at Turin briefed CCPOQ on its activities. He underlined the concept that the Turin Centre existed to serve the needs of members and he invited CCPOQ to consider holding a future session there.

37. The representative noted that while the issue of funding was still serious, he was encouraged by the decision of JCGP and the United Nations to allocate \$150,000 in the coming year for training related to operational activities. In the immediate future, the Centre would be holding a coordinating workshop for representatives of francophone least developed countries and a workshop with a special focus on population issues. He called for early nomination of participants for upcoming events. A general concern was expressed at the need for broad-based consultations for longer-term planning of training programmes on operational activities.

38. CCPOQ expressed its appreciation for the assistance that the Centre was providing. It was noted that the General Assembly, in its resolution 47/199, had underlined the importance of strengthening inter-agency training. It was anticipated that the Advisory Panel, which would be meeting next in May or June, might need to re-examine its terms of reference and would report thereon to CCPOQ.

#### 10. Work programme

39. The representative of the United Nations briefed CCPOQ on the steps required to update the work programme on the implementation of General Assembly resolution 47/199 and Council resolution 1993/7, which currently covered the period October 1993-October 1994, into 1995. A draft would be circulated for review by CCPOQ members by correspondence in March 1994. In particular, he requested members to identify those issues that should be closed, for the purposes of the 1995 triennial policy review of operational activities.

#### D. Support costs

40. The Chairman of the CCPOQ Task Force on Support Costs briefed CCPOQ on ongoing activities and efforts. A first draft of terms of reference for the forthcoming evaluation of the successor arrangements for UNDP had been circulated for comments. The exercise was expected to take place in the second quarter of 1994. It was likely that the UNDP Executive Board would not discuss the issue until its meeting planned for 6 to 9 October 1994. The anticipated draft report of the cost measurement study was delayed and would not be available until the end of the week. In addition, an expected report for the

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United Nations Industrial Development Organization (UNIDO) on support costs systems for non-UNDP funded operational activities had been delayed and could not yet be discussed. The task force would meet in March 1994, with the participation of specialists in finance and budget of the agencies most concerned. In the mean time, members were requested to provide figures on 1993 delivery and approvals from different sorts of funds in comparison with prior years. UNDP also indicated that it would provide the Task Force meeting in March with the information it had promised the smaller agencies.

#### E. Programme coordination issues

##### 1. Poverty alleviation

41. CCPOQ considered an information note containing proposed terms of reference for its Working Group on Poverty. Following discussions, CCPOQ agreed to the proposed focus on practical issues related to the field, which would help promote awareness of the work going on within each organization and help identify opportunities for collaboration among organizations. The Working Group planned to produce a document that would contain three sections: (a) a short contribution by each organization containing a tightly structured description of their activities in the field of poverty alleviation; (b) a collection of formatted narratives of successful practical experiences; and (c) several indexes classifying the narratives by region, target groups, means of intervention etc.

##### 2. Coordination of United Nations activities related to HIV/AIDS

42. At its first session, CCPOQ had been briefed by the World Health Organization (WHO) on a study under way on the feasibility and practicability of establishing a joint and co-sponsored United Nations programme on the human immunodeficiency virus/acquired immunodeficiency syndrome (HIV/AIDS), as envisaged by the Economic and Social Council in its resolution 1993/51.

43. The Director of the WHO Global Aids Programme introduced the resulting study, which had been prepared on the basis of consultations among the six co-sponsors: UNDP, UNICEF, UNFPA, the United Nations Educational, Scientific and Cultural Organization (UNESCO), the World Bank and WHO (ACC/1994/POQ/CRP.4), as well as among other United Nations agencies, Member States, and non-governmental organizations. He indicated that it had been recommended that the joint and co-sponsored programme be established on the basis of option A of the study, which, inter alia, envisaged its functioning at the country level under the framework of the resident coordinator system. The study and recommendations were currently under review by the governing bodies of the concerned organizations, whose conclusions would be transmitted to the Economic and Social Council in a report of the Secretary-General (E/1994/71).

44. The Director noted that while six organizations had been named as co-sponsors, co-sponsorship would be opened to all interested organizations. It was envisaged that WHO would administer the programme at the global level. The

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unified secretariat, at which co-sponsoring organizations would have equal status, would be staffed by approximately 90 professional staff from existing posts. Approximately 100 to 150 field-level staff would also be provided under a similar arrangement. The inter-agency secretariat would prepare a biennial budget that would be financed through contributions from donors. At the country level, the resident coordinator supported by the organizations and bodies of the United Nations system, would assume overall responsibility for ensuring the effective coordination of HIV/AIDS activities.

45. He acknowledged that a number of issues still needed to be worked through; they would be addressed in the immediate future by the six co-sponsors. One area that had been highlighted for attention was the need to reflect the regional dimension in the programme. Among the many concerns that would be addressed through the mechanism would be the devastating socio-economic consequences of the pandemic.

46. CCPOQ took note of the recommendations contained in option A of the study and decided to transmit the study to ACC.

### 3. African economic recovery and development

47. The representatives of the Economic Commission for Africa (ECA) and the United Nations briefed CCPOQ on the preparation of a background paper for the ACC discussion on the subject, to take place at its second regular session of 1994.

48. It was indicated that the Inter-agency Task Force on African Economic Recovery and Development had identified five broad priority areas as possible themes for the consideration of ACC.

49. The view was expressed that the preparation should be undertaken in such a way that ACC could have focused on action-oriented deliberations. Therefore, a few critical issues within two or three of the broad areas should be identified and a draft framework for the background paper should be prepared by the United Nations and ECA and circulated to member organizations for their comments and views.

50. It was also noted that the Committee for Programme and Coordination (CPC) had asked for a revised system-wide action plan on Africa, which it would consider at its session prior to the ACC discussion. A draft framework would be considered by the Working Group of the Inter-Agency Task Force and would be made available to all United Nations agencies for comments before it was finalized for submission to CPC in May. Following that, the revised system-wide plan of action would be prepared on the basis of inputs from organizations and finalized after inter-agency consultations, including correspondence, for submission to CPC in August. CCPOQ agreed to revert to the item at its next session. The Secretary of the Inter-Agency Task Force expressed the hope that a representative of the Task Force could participate in future sessions of CCPOQ dealing with issues on African development.

#### 4. Drug control

51. The representative of the United Nations International Drug Control Programme (UNDCP) briefed CCPOQ on preparations for the report on United Nations system coordination in drug abuse control (E/1994/58) to be considered by the Economic and Social Council at the coordination segment of its 1994 regular session. The Council would submit a report to the General Assembly at its forty-ninth session and action taken on the implementation of international drug control instruments and any adjustments eventually required would be considered by the Council at its high-level segment of 1995. He reminded CCPOQ that ACC would consider coordination in drug abuse control at its second regular session of 1994.

52. The Council would consider two documents: the system-wide action plan and a report on coordination mechanisms and issues prepared by UNDCP. The action plan, in its current form, was neither homogeneous nor complete. The agency-specific implementation plans, which were to be annexed to it, had not yet been received from all the concerned organizations. That made the task of harmonization and incorporation difficult for UNDCP. The time schedule for preparation of the action plan, which had been agreed upon at the last meeting of the Subcommittee on Drug Control (Paris, 6-8 September 1993), had not been adhered to and had resulted in substantial delays in the process. He noted that UNDCP intended to make some practical proposals for improvements to the action plan in its report to the Council. The report would address the broader issues of inter-agency coordination modalities, including formal and informal mechanisms at global, regional and country level. Actual and potential cooperation with the international financial institutions would also be examined. He requested CCPOQ members to provide comments on the contents of the paper, once it had been prepared, either through correspondence or, if feasible, at the next session of the Committee.

#### 5. Science and technology

53. The representative of the United Nations briefed the Committee on preparations under way for the report of the Secretary-General (E/1994/70) to be considered by the Economic and Social Council at its coordination segment in June 1994. He noted that a round of consultations had already been held and a preliminary draft had been prepared and circulated. A more comprehensive paper would be available for review and approval through correspondence by mid-March. Members were invited to provide comments and analysis, with a particular focus on: (a) the identification and evaluation of coordinating mechanisms among intergovernmental bodies dealing with science and technology; (b) how the United Nations system was handling the coordination of matters related to science and technology at the country level; and (c) the implication of secretariat reform on the coordination of science and technology. In that connection, concern was expressed at the decline in funding for science and technology.

F. Regional dimensions of cooperation

54. Under its sub-items on the regional dimensions of development and the role of the regional economic commissions, CCPOQ considered a conceptual paper by a consultant on the possibilities of strengthening the role and effectiveness of the regional commissions (ACC/1994/POQ/CRP.5/Rev.), and took note of two informal papers containing, respectively, the views of ECA on the role of the regional commissions in operational activities for development and a study undertaken by Mr. Maurice Williams in 1988 on the regional commissions. In addition, a note by the Secretary (ACC/1994/POQ/CRP.10) recalled recommendations adopted by the former Consultative Committee on Substantive Questions (Operational Activities) (CCSQ(OPS)) in 1991 on ways to improve regional coordination within the international development community.

55. In presenting his report, the CCPOQ consultant noted that the marked global political and economic changes that had taken place in recent years had been mirrored by a resurgence of regional activity in terms of institutional and organizational adjustment and reform. The regional factor was emerging as a major determinant in the international policy-making of individual countries, in the aftermath of the demise of East-West divisions. It was therefore necessary to reassess the policies and practices of regional economic commissions in the new global and regional context.

56. The current total programme budget of all regional commissions accounted for less than 10 per cent of the United Nations regular budget and was significantly below the expenditures of any single major specialized agency. Only two to three per cent of all extrabudgetary contributions to the United Nations system went to the regional commissions; a similar figure was presented for technical cooperation expenditures. Greater use of regional commissions could also be made in setting the stage for discussions at the global level.

57. As further stated by the consultant, specific measures that could be undertaken with respect to the reform and restructuring of the regional United Nations institutions included the distribution of certain tasks and functions from the global to the regional level, the development of the potential for fund-raising within the region and the creation of more region-specific governmental mechanisms. Such changes could be made in an incremental way and would not require that new mandates be evolved. A process of dynamic regionalism within the United Nations system would reflect the demands of its membership, given the vibrant impulses of regional and subregional systems and a regional/subregional order in many parts of the world. Instead of five regional commissions being directed by common policies and practices, he suggested that each should develop its own methods for serving a region's unique needs. Action should be taken to improve linkages with regional offices of other United Nations agencies as well as with the resident coordinator system and the preparation of country strategy notes. In that respect, the principle of complementarity was crucial. Small and medium-sized countries also had a greater sense of participation at the regional level than at the global level.

58. The executive secretaries of ECA and the Economic Commission for Europe (ECE) briefed CCPOQ on their views with respect to the role of the regional commissions in development; they both strongly underlined the view that issues



that were regional in nature required regional solutions. Global agencies should act, in such cases, as synthesizers of regional decisions and agreements.

59. The Executive Secretary of ECA indicated that the situation in Africa, a continent containing 52 vulnerable economies whose average per capita income ranged from US\$ 80 to \$300, was particularly grim. In some countries, 1 in 7 persons were afflicted with HIV/AIDS, while the number of refugees and displaced persons had reached 22 million. Nevertheless, he noted that regional official development assistance (ODA) had dropped significantly. In such cases, a regional commission could act as a focal point for regional treaties, such as the Abuja Treaty, and other regional action. In addition, it could ensure coordination with partners outside the United Nations system.

60. CCPOQ considered that the issues which it had just raised needed to be examined in tandem with the discussion of the division of labour and access to resources. That should include a review of resource requirements, the need for coordinating mechanisms at the regional level and the need for harmonized regional definitions. In the interim, those issues would also be discussed by the executive secretaries at their annual meeting on 24 and 25 February 1994 in New York, including consideration of the 1991 recommendations of CCSQ(OPS) with respect to technical cooperation activities.

#### G. Reports of subcommittees

##### 1. Subcommittee on Statistical Activities

61. CCPOQ recalled that, at its last session, it had received an oral report by the Chairman of the Subcommittee on Statistical Activities on its meeting, held in Geneva from 6 to 8 September 1994. It took note of the report contained in document ACC/1994/POQ/CRP.6 and endorsed the proposal of the Subcommittee that its twenty-second session be held in 8-10 June 1994 in Paris.

62. CCPOQ also noted that the Subcommittee would have a useful role to play in covering the requirements emanating from the shifting priorities of the United Nations system, particularly the renewed emphasis on social indicators.

##### 2. Subcommittee on Drug Control

63. CCPOQ took note of the report of the Subcommittee on Drug Control on its meeting, held in Paris from 5 to 7 September 1994. Organizations of the United Nations system which had not yet done so were requested to forward the names of their focal points to UNDCP.

##### 3. Subcommittee on Nutrition

64. At its second regular session of 1993, ACC had decided that the Subcommittee on Nutrition would henceforth report directly to CCPOQ. CCPOQ had before it the 1994-1995 programme budget of the Subcommittee for its review prior to submission to the Consultative Committee on Administrative Questions

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(Financial and Budgetary Questions) (CCAQ(FB)). While most organizations agreed that they could accept the figures contained in revised table 4, one organization indicated that confirmation of its contribution was awaiting a review of its budget by its governing body. In that connection, it was emphasized that all ACC bodies should adhere strictly to the ACC guidelines, which would be communicated to the Subcommittee prior to its next meeting. CCPOQ endorsed the proposed 1994-1995 programme budget of the Subcommittee for approval by CCAQ(FB) at its eightieth session.

#### 4. Subcommittee on Rural Development

65. CCPOQ endorsed the proposal of the Subcommittee on Rural Development to hold its twenty-second meeting at the headquarters of the Food and Agriculture Organization of the United Nations (FAO), Rome, 11-13 May 1994.

#### H. JIU reports

66. CCPOQ reviewed and, as indicated below, finalized the draft ACC comments on two JIU reports, entitled "Working with non-governmental organizations: operational activities for the development of the United Nations system with non-governmental organizations and Governments at the grass-roots and national levels" (JIU/REP/93/1) and "Field representation of United Nations system organizations: a more unitary approach" (JIU/REP/92/8).

67. It was noted that the draft ACC comments on the above-mentioned reports had been prepared on the basis of extensive consultations. Members were invited, however, to indicate to the United Nations in the next week where they felt improvements in style could be introduced to the texts. As to changes of a more substantive nature, CCPOQ agreed that the paragraph contained under recommendation 4 of JIU/REP/93/1 should be redrafted as follows to better reflect the views of members:

"ACC supported the call for harmonized and simplified guidance for funding, financial management and auditing processes in so far as collaboration with local development non-governmental organizations was concerned. There was a view, however, that the building of local development non-governmental organizations' institutional capacities, in general, was more appropriately carried out at the national level than through ACC."

68. Concerning the report on field representation contained in document ACC/1994/POQ/CRP.9, it was proposed to add the following text to the last sentence in paragraph 11:

"... in accordance with the agreement reached by JCGP on 7 February 1994 at its high-level meeting in Dhaka. The appointment of the resident coordinator continues to be the responsibility of the Secretary-General after consultations with members of ACC. The appointment of the UNDP resident representative remains the responsibility of the Administrator of UNDP".

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I. Role and functioning of CCPOQ

1. Report of the Secretary

69. The Secretary presented his report on activities and items of relevance to the functioning of the secretariat that had occurred since the September 1993 session (ACC/POQ/1994/CRP.11). He drew attention to the effective collaboration developed with the Department for Policy Coordination and Sustainable Development of the United Nations Secretariat, to the probability of the United Nations University (UNU) joining CCPOQ as of the next session, and to the initiative taken with the United Nations Institute for Training and Research (UNITAR) for briefings of permanent missions on inter-agency coordination mechanisms.

70. Members thanked the Secretary for his report. They stressed the importance of a timely distribution of working documents for CCPOQ sessions as well as the role of CCPOQ as a standing committee of ACC. It was considered that agendas should be structured to that effect and streamlined as far as possible. There was some discussion on the use of consultants in preparing working documents for CCPOQ, which had both its advantages and disadvantages. Views were expressed that CCPOQ should review the United Nations system development cooperation activities, on a regular basis, focusing on specific issues with a view to formulating recommendations to ACC, as appropriate.

71. One member suggested the reintroduction of a core secretariat of agencies to provide the Secretary with an ongoing source of advice and assistance. Most members, however, preferred the open-ended informal consultation sessions and working parties of CCPOQ members that had been introduced in 1993.

2. CCPOQ budget for 1994-1995

72. The Secretary presented to CCPOQ the revised 1994-1995 budget for the CCPOQ secretariat, which was due to be submitted to CCAQ(FB) for approval at its eightieth session (Paris, 28 February-4 March 1994). He recalled that CCAQ(FB) had deferred approval of the budget at its eightieth session, due to ongoing reviews of the costs of jointly-financed inter-agency mechanisms. That review had been completed and was expected to result in substantial savings, due notably to reforms in the structure of the Advisory Committee for the Coordination of Information Systems. It was hoped that CCAQ(FB) would be able to approve the proposed increase in CCPOQ resources in the context of those savings.

73. CCPOQ underlined the increased workload of the secretariat resulting from the broadened mandate of CCPOQ, as well as the quantitative and qualitative inputs required from the Secretary through missions and consultations with members; the coordination of working groups; the analysis of issues and the preparation of documents for CCPOQ; liaison with the ACC machinery, including its subcommittees; and participation in meetings and workshops on issues under review by CCPOQ. With one member organization reserving its position, CCPOQ accordingly reaffirmed its support for an increase in the substantive staff and budgetary resources of the secretariat, within the overall savings to be

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realized in the jointly financed coordination budgets. Members were asked to alert their CCAQ(FB) representatives to that decision.

### 3. Future programme of work

74. CCPOQ noted the timing difficulties involved in preparing certain of the reports for the Economic and Social Council. In particular, the Secretary-General's overall report on operational activities for development was dependent on a number of evaluation missions. It was therefore agreed that the United Nations would seek agreement on certain components of the report by correspondence or through local subgroup meetings of CCPOQ members. A formal session could be planned in conjunction with the programme approach workshop, which was scheduled to be held in Turin in the week of 25-29 April 1994.

75. CCPOQ reviewed Informal Paper A, which contained possible items for the agendas of the future sessions. It was pointed out that it would be premature to discuss such major policy issues as the Agenda for Development prior to the General Assembly's own review. It was agreed that such items should be limited to a briefing on the outcome of Council debates.

76. CCPOQ furthermore took note of the consultations between the CCPOQ and CCAQ(FB) secretariats on the preparation of the 1994-1995 ACC Report on Programmes and Resources of the United Nations system (Information Note 6) and agreed that the United Nations should be approached as to responsibility for substantive preparation. CCPOQ agreed to review the guidelines for the report preparation at its forthcoming intersessional meeting.

77. As indicated in paragraphs 5 and 6 of this report, the Committee decided to hold (a) an intersessional meeting in Geneva on 2-3 May 1994 to consider, in particular, documents required for the substantive session of the Council and (b) its regular fall session in New York in the light of the dates fixed for ACC.

### 4. Nomination of CCPOQ Chairman 1994-1996

78. The Chairman of CCPOQ briefed the Committee on the consultations which had taken place with respect to the nomination of his successor. He noted with appreciation that Dr. Nafis Sadik, Executive Director of UNFPA, had expressed her willingness to serve as Chairman. CCPOQ unanimously decided to nominate her for appointment by ACC (see para. 3 above).

#### J. Other matters

##### 1. JCGP status report

79. CCPOQ was briefed on recent actions by JCGP in implementing General Assembly resolution 47/199, which are reflected in the summary contained in section II.C above. CCPOQ was further informed on progress achieved in the development of common premises. It was noted that UNDCP and the Office of the

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United Nations High Commissioner for Refugees (UNHCR) would be given observer status for two years in order to participate in the areas of relevance to them. JCGP would be requested to make its report available to CCPOQ members once it was finalized.

## 2. Any other business

80. On taking leave of CCPOQ, the Chairman, Mr. Yves Berthelot, expressed his warm appreciation for its work over the past three years, first as CCSQ(OPS) and then as CCPOQ. He was convinced of the significant contribution that CCPOQ had managed to make towards improving coordination and cooperative action within the United Nations system. CCPOQ members thanked Mr. Berthelot for his capable and courteous chairmanship over the past years and hoped that he would keep in touch with its work.

Annex I

DIVISION OF LABOUR AND ACCESS TO RESOURCES: NOTE  
BY THE CONSULTATIVE COMMITTEE ON PROGRAMME AND  
OPERATIONAL QUESTIONS

Preamble

1. The present review derives from the ACC effort to enhance the effectiveness of its own functioning as well as the coherence and impact of the operational activities of the United Nations system, within the context of the restructuring and revitalization of the United Nations in the economic, social and related fields.

2. The review takes place against the background of the role of the United Nations system as a whole in development cooperation. New multilateral and bilateral actors, new geographical and substantive areas of demand and new global economic pressures have raised the question of the comparative advantages of the United Nations system in providing development assistance and its capacity for doing so effectively.

3. At its first session, in September 1993, CCPOQ examined recent trends and prospects in development aid and identified a number of geopolitical developments taking place that would be likely to affect in different ways the level and allocation of resources available for the development cooperation activities of the United Nations system. Concluding that the United Nations system must seek to reorient its work towards core concerns and to focus on the comparative advantages of the system, CCPOQ proposed a number of possible areas for further review.

4. ACC reviewed those considerations in October 1993 and reached a number of preliminary policy conclusions regarding development cooperation in general and the United Nations system in particular, which it invited CCPOQ to take into account in its further examination of issues relating to the division of labour and access to resources.

5. CCPOQ has accordingly returned to the subject at the present session. A wide diversity of views has been expressed that could not always be fully reconciled into unanimous proposals. The present paper nevertheless seeks to clarify the main issues of the debate for consideration by ACC and for identification of areas for specific follow-up action.

Considerations

6. The present review comes at an opportune time. The end of the cold war has removed certain aspects of the political conditionality linked to official development assistance in general and to United Nations development cooperation activities in particular. The potential of the United Nations system for intervening actively as a "force for good" on behalf of the international community is increasingly being realized in the fields of peace-keeping,

peace-building, human rights, emergency relief and humanitarian assistance; development cooperation can build on that increased recognition.

7. Two General Assembly resolutions are of particular relevance to the restructuring and revitalization process: (a) resolution 48/162, in which the Assembly reasserted the unique and paramount role of the United Nations in the promotion of international cooperation for development and sets out the underlying principles for the reforms required, including the governance process and the need for a substantial increase in resources for operational activities for development; (b) resolution 47/199, in which the Assembly called for the respect and enhancement of the separate sectoral and specialized entities, funds, programmes and specialized agencies, taking into account their complementarities (para. 6), and recognized the important role of the specialized agencies within their specific areas of competence and the need for a clear division of labour in facilitating and providing the necessary technical and substantive expertise for programmes and projects supported by the United Nations system (para. 19).

8. The question of an effective division of labour within the United Nations system encompasses all analytical, normative and operational aspects of the mandates and activities of United Nations organizations. The objective is to provide an optimal response to the needs and priorities of Member States and their peoples through a dynamic, mutually supportive and cost-effective interaction of the different components of the system.

9. The division of labour must accordingly take account of the evolving demands on the United Nations system, resulting from the globalization of numerous social and economic problems (environment, migration, HIV/AIDS, drug abuse, etc.), the marginalization of the least developed countries in the development process, the continuing rapid growth of population, the significant increase in the numbers of Member States, and the escalation of short-term needs arising from man-made and natural emergencies. Those conditions require a capacity to adapt to changing circumstances, to define areas of efficient and effective intervention, to maintain the sustainability of the long-term development process and to ensure the inclusion of all countries on cross-border concerns.

10. The comparative advantage of the United Nations system in development cooperation is to be viewed in the context of the General Assembly's repeated reaffirmation of the value-added dimensions of the universality, neutrality and multilateralism of the system's operational activities.

11. Resource flows both for development cooperation in general and for the United Nations system in particular reveal shifts and growing pressures: the ODA/gross national product (GNP) ratio of 0.33 per cent for countries that are members of the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD/DAC) remains far short of the United Nations target of 0.70 per cent; few countries appear to have a firm commitment to improving their ratios and are even having difficulty in maintaining the present levels; pressures on resources stemming from new and competing demands in the area of peace-keeping, humanitarian assistance and cooperation with central and eastern Europe are ever more apparent; financial stringency (and increasing

public scepticism of development aid) is now accompanied in several places by reorganization and retrenchment of bilateral agencies involved in ODA; and the share of multilateral grant resources flowing through the United Nations system has declined.

12. The declining proportion of concessional ODA in total multilateral resource arrangements for development is a matter of concern. The complementarity and relevance of the concessional loan assistance provided by the Bretton Woods institutions and the grant aid for capacity-building and infrastructure development provided by the other United Nations system organizations must be reinforced.

13. The growth in private flows of resources to developing countries is to be encouraged; however, such resources are largely influenced by profit opportunities and are consequently both volatile and limited to a few developing countries. There is a continued need for grant aid for capacity-building and the improvement of enabling environments in more economically vulnerable developing countries.

14. Resource trends within the United Nations system indicate that there has been a change in emphasis within the system and in the characteristics of its operational activities:

(a) As a result of the zero real growth policy for regular budgets, the financial and human resources of the specialized agencies and organizations have either stagnated or decreased over the past decade, thereby eroding their capacity to keep pace with the new demands, interact effectively with the other components of the system and back-stop development cooperation in the field;

(b) The increasing dependency on extrabudgetary resources has led to the dispersion of activities; pressures on ODA resources; unequal attention to normative priorities; increasing demands on regular budgets for support of extrabudgetary programmes; and institutional and funding adjustments on the part of secretariats (trust funds, special programmes, etc.), undertaken to maintain donor support.

(c) The General Assembly and the UNDP Governing Council have, through a series of recent decisions, redefined the roles of and relationships between the specialized agencies and UNDP (the largest source of untied funding for development cooperation activities of the United Nations system). They have done so by prioritizing the areas of support and promoting national execution. Implementation by UNDP itself has also increased in recent years. The impact on the executing agencies has been exacerbated by the recent shortfall in UNDP financial resources.

15. The situation of the specialized agencies and organizations therefore appears to be a subject of specific concern. There is a need to ensure the stability of their long-term commitment to the development process as well as the mutually supportive interaction of analytical, normative and operational activities.



16. The smaller, highly technical specialized agencies and organizations are particularly affected; most have not developed independent structures for funding technical cooperation and their capacity to deliver assistance is now under great strain in the face of continued demand for their services by Member States. With reduced technical assistance funding, the real impact is on the basic services within developing countries that are supportive of and critical to ensuring sustainable development, such as the infrastructure needs in sea and air transportation, reliable and modern telecommunications, meteorological and hydrological services to provide for protection of life and property, and the protection of the environment. Such development is furthermore essential to the effective functioning of global and regional networks.

17. The swing to country-specific activities has also been detrimental to the operational activities of several agencies and organizations whose development cooperation has significant regional, subregional or cross-boundary dimensions.

18. The evolution in the nature of development cooperation and in the services provided by the United Nations system should be noted. Most developing countries are steadily increasing their national capacities and have less need for international experts for full-time project implementation. The overall proportion of such United Nations system professional staff has in fact steadily declined from 41 per cent in 1974, to 34 per cent in 1983, 23 per cent in 1990, and 19 per cent in 1992. That shift to upstream needs assessment and policy planning assistance, as well as to the provision of ongoing technical assistance and programme support, places particular importance on the establishment of supportive back-stopping structures. A review of the decentralization approach with a view to taking account of the increasing use of short-term staff and the many agencies and organizations without permanent field structures appears timely.

19. The intergovernmental nature of the United Nations system requires both a funding commitment on the part of the Member States and a commitment to excellence on the part of the secretariats. Governments must address their responsibilities objectively in providing funding for the mandates and programmes that they have approved. Secretariats must continue to improve the nature, quality, effectiveness, transparency and efficiency of their services.

#### Concluding observations and issues for discussion

20. The role of the United Nations system in the provision of development cooperation should be strongly reaffirmed and demonstrated. Among the system's particular strengths are:

(a) Its reflection of globally agreed norms, conventions, standards and objectives, adopted by Member States for Member States;

(b) Its partnership with all Member States, acting in concert with them and on their behalf;

(c) Its neutrality and objectivity;

(d) Its range of competences, non-commercial nature, and accumulated worldwide experience;

(e) Its institutional continuity and commitment to collaboration with Member States;

(f) Its unique capacity to address global, regional and national problems on an interdisciplinary and multisectoral basis;

(g) Its extensive field network, both regional and country-specific, facilitating constant dialogue, adaptability to local situations and concerns, and responsiveness to grass-roots needs;

(h) Its critical contribution in the case of regions or countries bypassed by bilateral or private sector investment flows;

(i) Its comparative advantage in the development of infrastructures and capacities required by Member States for participating in or implementing international structures, standards and programmes approved under the normative mandates of the United Nations system;

(j) Its potential for delivering comprehensive and complementary assistance to member countries in their developmental efforts.

21. The division of labour within the United Nations system should be viewed as a sharing of responsibilities. That division of labour can be viewed from two different perspectives: one dealing with the division of labour in respect of subsectors and themes; and the other dealing with different functions, e.g., research and analysis, normative activities and regulatory policies, as against resource mobilization and funding, programme formulation and implementation, etc.

22. The first dimension deserves attention in view of the increasing interdisciplinary nature of operational activities. Individual organizations and agencies should seek to focus more clearly on their mandated areas, make optimal use of their particular competence and experience, and seek complementary capabilities in the other organizations, rather than expand to cover the complete problem. Multisectoral approaches and modalities that make full use of each agency's comparative advantage are evolving and should continue to be pursued. New forms of collaboration, such as in the follow-up to Agenda 21, could be developed to that effect. At the country level, the potential of the country strategy note and other mechanisms of the resident coordinator system should be fully exploited.

23. In terms of the second dimension, it is felt that there has recently been some blurring of roles. The implicit dilemma of a UNDP central funding role and (a) a limitation to certain priority areas and (b) self-implementation, is one example. At the same time, specialized agencies are increasingly turning to mobilizing funds, possibly in competition with UNDP.

24. The problem is also important for the regional commissions. In that context, a clarification of the roles of the regional commissions in the meaning

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outlined in paragraph 21 above and taking account of the need for appropriate devolution of responsibilities would seem essential to enable better cooperation between the regional commissions and the other organizations and bodies of the United Nations system.

25. Collaboration between the Bretton Woods institutions and the other organizations of the United Nations system should be intensified in the context of a maximum use of each other's respective advantages and expertise. To that end, consideration should be given to how to increase the use of the technical capacity of the specialized agencies and organizations by the Bretton Woods institutions. Particular attention could be given to the increasing flows of bilateral funds to the World Bank for the financing of trust fund activities in areas overlapping the competences of other parts of the United Nations development system. At the country level, the instruments of the country strategy note and PFP could be used to develop closer collaboration.

26. It has been noted that, on the one hand, the Secretary-General has been requested to review and analyse possible changes and improvements in the present funding system for operational activities for development, for submission to the General Assembly in April 1994 (Assembly resolution A/48/162) and on the other hand, that the General Assembly is due to return to the issue of convening an international conference on the financing of development at its fiftieth session, in September 1995.

27. In that perspective, the question of how the technical capacity of the specialized agencies and organizations can be used for the maximum benefit of the development process and how the critical mass necessary to their role as centres of excellence and for the provision of technical assistance and support should be examined. The continued application of the principle of zero-real growth to their regular budgets needs review.

28. Consideration could also be given to increasing the basic funding of technical cooperation activities by the regular budget resources of specialized agencies and organizations in order to provide greater predictability of resources, full delivery of approved programmes and universal participation in the financing of technical cooperation.

29. In view of the erosion of the central funding role of UNDP vis-à-vis its executing agencies and in order to ensure for both donors and recipients the coherence, balance and cost effectiveness of development cooperation funding, consideration should be given to the revitalization of the UNDP role in that regard and its partnership with the executing agencies. That should take into account funding needs for regional/subregional cooperation and highly specialized technical fields, as well as the evolving and changing demands for technical cooperation. A dual funding and executing role for such a central funding mechanism should be limited.

30. It is recognized that extrabudgetary resources for activities of the United Nations system can and are being mobilized from a variety of non-competing sources. That diversity warrants both resource mobilization by specialized organizations addressing specialized and sectoral themes (e.g. UNFPA, UNICEF, FAO, UNIDO, etc.) and the mobilization of central funding resources (e.g.,

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UNDP). Supplementary sources of funding should be explored according to the particular characteristics of each agency. The practice of charging fees for services to the private sector (e.g., the World Intellectual Property Organization (WIPO) could be broadened. Competition in appeals to the public should be avoided.

31. Emergency relief and humanitarian activities are particularly conducive to extrabudgetary funding due to their short-term nature and to their public appeal. The consolidated appeal process for humanitarian assistance and emergency relief operations offers an appropriate structure for ensuring coordinated action on the basis of the particular competency of each agency. Consideration should be given to the major problem of how to incorporate rehabilitation and development into such appeals and thus ensure the availability of resources for longer-term activities involving the United Nations development system. The working group on the relief to development continuum of the Department of Humanitarian Affairs of the United Nations Secretariat could be requested to address the issue.

32. There is considerable need for much greater effort to promote the value and effectiveness of the operational activities of the United Nations system as a whole with a view to generating both public support and that of the donor agencies. Such campaigns need to be highly focused and sustained and should be based on identifiable and preferably measurable results and impact on development problems. ACC could request proposals to that effect from the appropriate inter-agency body. The celebration of the fiftieth anniversary may be a unique opportunity for launching such a campaign on an integrated and collaborative basis.

33. Integrated data on development cooperation resource flows within the United Nations system lack completeness, accuracy and comparability. Specific action must be taken to update and standardize definitions and improve coverage. Responsibility for systematic analysis and reporting to the system should be assigned.

34. ACC structures must be used for preparing a dialogue with Member States on those critical issues, for engaging the process of follow-up within the system and for pursuing inter-agency consultations on multisectoral issues.

Annex II

AGENDA

1. Adoption of the agenda.
2. Division of labour and access to resources.
3. Implementation of General Assembly resolution 47/199:
  - (a) Resident coordinator system;
  - (b) Programme approach;
  - (c) National execution;
  - (d) Decentralization;
  - (e) Country strategy note;
  - (f) Harmonization of programming cycles;
  - (g) Simplification and harmonization of rules and procedures;
  - (h) Evaluation and monitoring;
  - (i) Operational activities training;
  - (j) Work programme.
4. Support costs.
5. Programme coordination issues:
  - (a) Poverty alleviation;
  - (b) Coordination of United Nations activities related to HIV/AIDS;
  - (c) African economic recovery and development;
  - (d) Drug control and/or science and technology.
6. Regional dimensions of cooperation:
  - (a) Regional dimensions of development;
  - (b) Role of regional economic commissions.

7. Reports of subcommittees:

- (a) Subcommittee on Statistical Activities;
- (b) Subcommittee on Drug Control;
- (c) Subcommittee on Nutrition.

8. JIU reports:

(a) Working with non-governmental organizations: operational activities for development of the United Nations system with non-governmental organizations and Governments at the grass-roots and national levels (JIU/REP/93/1);

(b) Field representation of United Nations system organizations: a more unitary approach (JIU/REP/92/8).

9. Role and function of CCPOQ:

- (a) Report of Secretary;
- (b) CCPOQ budget for 1994-1995;
- (c) Future programme of work;
- (d) Nomination of the CCPOQ Chairman 1994-1996.

10. Other matters:

- (a) JCGP status report;
- (b) Any other business.

Annex III

LIST OF PARTICIPANTS

Chairman: Y. BERTHELOT (Economic Commission for Europe)

Secretary: D. DEANE

Secretary: P. LEE (United Nations)  
(Technical)

United Nations, its entities and programmes

Department for Policy Coordination and Sustainable Development	S. Khan F. Haemmerli R. Engo
Department for Development Support and Management Services	D. Stillman
United Nations Centre for Human Settlements (Habitat)	L. Ludvigsen
Economic Commission for Africa	L. Yaker M. Schmelzer H. Ouedraogo
Economic Commission for Europe	B. Duke
United Nations Conference on Trade and Development	J. Burley D. Deac
United Nations Environment Programme	L. Ludvigsen
United Nations Children's Fund	M. Kamau
United Nations Development Programme	P. Matthews A. Doss E. Bonev
United Nations Population Fund	S. L. N. Rao V. Ponniah
Office of the United Nations High Commissioner for Refugees	B. Deschamp
United Nations Institute for Training and Research	S. Mallaun
United Nations International Drug Control Programme	G. Papuli
World Food Programme	J. M. Boucher
International Trade Centre (UNCTAD/GATT)	P. Jouvenat

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Specialized agencies, IAEA and GATT

International Labour Organization	R. Zachmann M. Read
Food and Agriculture Organization of the United Nations	E. Hein M. Omar
United Nations Educational, Scientific and Cultural Organization	P. Berry
International Civil Aviation Organization	B. O. Asante
World Health Organization	H. H. Wassef
World Bank	C. Boucher
International Monetary Fund	R. Bhatia
Universal Postal Union	K. K. Samawi
International Telecommunication Union	T. Ras-Work J. Elotu
World Meteorological Organization	J. R. Lincoln
International Maritime Organization	D. J. Kerlin
World Intellectual Property Organization	V. Yossifov S. Schilling
United Nations Industrial Development Organization	A. de Groot
International Atomic Energy Agency	M. S. Opelz J. A. Lodding
World Tourism Organization	V. Giusti
* * *	
United Nations Volunteers Programme	M. A. Morgan
International Training Centre of the International Labour Organization at Turin	N. Tal
ACC Subcommittee on Nutrition	A. Groenendijk
Consultant to CCPOQ	L. De Silva

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Keynote speakers

F. Blanchard  
M. Merson  
(World Health  
Organization)

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