



**Administrative Committee
on Coordination**

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ENGLISH ONLY

REPORT OF THE INTER-SESSIONAL MEETING OF THE CONSULTATIVE
COMMITTEE ON PROGRAMME AND OPERATIONAL QUESTIONS (CCPOQ)

(New York, 3-4 June 1993)

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INTRODUCTION

1. The Inter-Sessional Meeting of the Consultative Committee on Programme and Operational Questions (CCPOQ) was held in New York on 3 and 4 June 1993. The agenda for the session, which was adopted by the Committee, is contained in annex I to the present report; the list of participants is contained in annex II.

I. MATTERS BROUGHT TO THE ATTENTION OF THE ADMINISTRATIVE COMMITTEE ON COORDINATION

A. Matters requiring action by the Administrative Committee on Coordination

2. There were no matters at the session that required action by the Administrative Committee on Coordination (ACC).

B. Action taken on behalf of the Administrative Committee on Coordination

3. The following matters were addressed by the Committee and appropriate action taken on behalf of the ACC:

(a) Further clarification of the role and functioning of CCPOQ and the tenure of office of its Chairman;

(b) Views of the Committee on the draft progress report of the Secretary-General on the implementation of General Assembly resolution 47/199;

(c) The Committee's broad endorsement of the report to be submitted to the Economic and Social Council on the system's plans on international drug abuse control;

(d) Review and update of the Committee's future programme of work.

II. DISCUSSIONS HELD BY THE COMMITTEE

A. Role and functioning of the Committee

4. The Committee took note of a document (ACC/1993/CRP.2/Add.1) elaborating its role and functioning in the light, especially, of recent decisions of ACC and its Organizational Committee. The document is attached as annex III, having been revised to reflect the views of the Committee. It will, if necessary, be further reviewed in the light of any additional decisions taken by the ACC.

5. Subject to any overall policy considerations relating to the ACC machinery, the Committee agreed that inter-agency bodies reporting to it would be designated subcommittees. As with all other ACC mechanisms, they would be

subject to periodic review to assess their continuing need and relevance or to adapt them to evolving needs.

6. The Committee agreed to revert to other matters at its second regular session. Those include further clarification of its functions in regard to those of the former CCSQ(PROG); of functions relating to the inter-agency bodies to be absorbed by CCPOQ and/or by IACSD; and whether the Subcommittee on Nutrition (SCN) should in fact report to it (logically, SCN should report to CCPOQ, which deals with related substantive issues). Each of the matters would be reviewed in the light of information to be sought from the OC and/or SCN.

7. The Committee also recalled that there was widespread recognition of the need to strengthen its secretariat and, hence, its budget, especially considering the broad mandate and responsibility delegated to CCPOQ, extending to both programme and operational questions. It noted that while it was intended to maintain zero growth in respect of all jointly financed budgets, the restructuring of the ACC machinery, including the abolition/absorption of a number of bodies, would result in significant savings both in relation to attendance at meetings and of secretariat support services to each of them. It felt that budget proposals should be submitted to meet requirements essential to the proper functioning of the new Committee, with appropriate explanations and justifications, to cover additional "temporary posts", and consultancy funds, as well as an increase in funds for travel, general operating costs, supplies and the replacement/updating of equipment. The Committee requested its Coordinator to present the proposals at the informal meeting being called by the United Nations in Geneva in early July to consider the budgets of the various Committees.

8. The Committee confirmed its wish that, in order also to ensure continuity at that particular time, its Chairman's terms of office should be extended for a further period of one year. It also agreed to take appropriate action on the next Chairman, at the Committee's second regular session.

9. Finally, the Chairman informed the Committee of the results of his consultations on the next Coordinator and indicated that he would proceed to finalize arrangements for the recruitment of Derrick Deane, whose candidature had received overwhelming support.

B. Implementation of General Assembly resolution 47/199

10. The Committee reviewed the draft report of the Secretary-General on the implementation of General Assembly resolution 47/199. Several members expressed appreciation with its overall thrust and content. Among the comments and suggestions made were the following:

(a) The reference in paragraph 3 to the individual and collective responsibility of organizations to fully implement the resolution should include the words "within the scope of their respective basic instruments and the guidance of their governing bodies";

(b) There was a need to exercise particular care in the use of terminology relating to programming and the programme approach;

(c) Emphasis should be placed on the significant progress made on such complex issues as the Country Strategy Note, the Programme Approach, National Execution and Operational Activities Training. There was similarly need, in regard to future measures, to focus attention on the implementation of guidelines adopted to date and on their refinement in the light of experience rather than on additional or more detailed guidelines;

(d) The report should not hesitate to clarify or explain some of the considerations that needed to be taken into account in implementing the resolution. Those included the importance of the linkage between the availability of an adequate and predictable level of resources and the implementation of the various provisions of the resolution; the fact that while a number of specific provisions of the resolution made reference to JCGP, its overall aim was the enhancement of the coherence and effectiveness of the operational activities of the system as a whole; the need to broaden the process of selection of Resident Coordinators/representatives to all organizations of the system; and the different mandates and circumstances of individual organizations that bore on levels of decentralization and of decentralized authority;

(e) Appropriate reference should be made - for example, in paragraph 20 - to the special circumstances pertaining to the position of organizations without independent field representation.

C. International Drug Abuse Control

11. The Committee reviewed the document prepared by the United Nations International Drug Control Programme (UNDCP), as lead agency, in response to General Assembly resolution 47/100, in which the Assembly called for an updated action plan for international drug abuse control. The UNDCP representative noted that the document sought to provide an overall strategic view of the system's plans. It was based on an earlier draft that had been submitted by UNDCP to the Inter-Agency Meeting on Coordination in Matters of International Drug Abuse Control (Vienna, 7-9 April 1993). Given time constraints, it had not been possible to present the new text to the Inter-Agency Committee. The text had, however, been circulated to those agencies and organizations that had been represented at the meeting of 7-8 April 1993 and many of their comments had been incorporated in it. He also noted that the agency-specific implementation plans which were intended as an addendum to the main document did not entirely match the format and substance of the revised document.

12. Recognizing the special circumstances and the constraints under which UNDCP had acted, the Committee suggested a number of amendments to the document, which were duly incorporated in it, and decided generally to endorse the text as amended, with the proviso that member organizations would be given until 11 June to request further modifications of detail. It also agreed that the agency-specific implementation plans would be incorporated at a later stage, in a more comprehensive submission the following year to the Economic and Social Council and the General Assembly, through the Inter-Agency Meeting (renamed the Subcommittee on International Drug Abuse Control).

D. Future programme of work, provisional agenda
and date of next meeting

13. The Committee reviewed and agreed on an updated future programme of work and provisional agenda for its next meeting (see annex IV). In doing so, it noted the period of transition in the Secretariat that lay ahead and emphasized the particular importance of the working groups that had been established on the main items on the agenda. Arrangements included:

(a) The expected availability of a consultant's report providing an analysis of development flows and trends which would provide an essential background to consideration, at the request of the ACC, of the issue of the division of labour and access to resources. In addition a working group led by WHO and including, inter alia, UNDP and IFAD, would identify issues for specific consideration by the Committee;

(b) The United Nations would provide the framework for consideration of any follow-up on the coordination segment of the Economic and Social Council;

(c) A working group would prepare the conference room paper on the resident coordinator system;

(d) The UNDP-led Inter-Agency Working Group on Evaluation would report on evaluation in the context of the programme approach;

(e) A working group led by WHO would prepare the conference room paper on decentralization;

(f) There was need to have available more country profiles on field collaboration arrangements as part of the Committee's efforts to monitor and assess those arrangements, the impact of its guidelines, and of the workshops on the management of field coordination.

14. The Committee also drew the attention of member organizations to paragraphs 20-23 of the report of its first regular session contained in document ACC/1993/10 and invited them to convey to the World Bank and the CCPOQ secretariat their views on the proposals of the former relating to enhancing collaboration on poverty alleviation programmes. Follow-up should take full account of preparations in relation to the World Summit for Social Development and the work of the Subcommittee on Rural Development.

E. Other matters

Dates of meetings of CCPOQ and its subcommittees

15. The Committee agreed that its second regular session of 1993 would be held at United Nations Headquarters in New York between 20 and 24 September.

16. It also noted that its subcommittees would meet as follows:

Rural Development	April/May 1994
Statistics	Geneva, 6-8 September 1993
Demographic Estimates and Projections	New York, June 1994
International Drug Abuse Control	Paris, 6-8 September 1993

Annex I

AGENDA OF THE INTER-SESSIONAL MEETING OF THE CONSULTATIVE
COMMITTEE ON PROGRAMME AND OPERATIONAL QUESTIONS

1. Adoption of the agenda

The present agenda is based on the programme of work of the Committee for 1993-1994, as agreed at the first regular session of CCSQ in 1993.

2. Role and functioning of the Committee

The Committee will consider this matter in the light of the decisions taken by the ACC at its first regular session of 1993 and by OC at its meeting on 21-23 April 1993.

3. Implementation of General Assembly resolution 47/199

The Committee will review the draft progress report of the Secretary-General on the implementation of General Assembly resolution 47/199 prior to its submission to the Economic and Social Council at its session in July 1993.

4. International Drug Abuse Control

The Committee will review the update prepared on behalf of its Subcommittee on the System-wide Action Plan on International Drug Abuse Control, which is to be submitted to the Economic and Social Council at its session in July 1993.

5. Future programme of work and provisional agenda for the Committee's second regular session.

6. Other matters.

Annex II

LIST OF PARTICIPANTS

Chairman: Y. BERTHELOT (UNCTAD)

Consultant: P. KUMARAKULASINGHE

United Nations, its entities and programmes

Department for Policy Coordination and Sustainable Development	M. Stoby F. Haemmerli I. Volkov
Department of Development Support and Management Services	J. Berke M. Marchal J. Brister
United Nations International Drug Control Programme	G. Papuli S. Bryant
United Nations Centre for Human Settlements (Habitat)	M. Hildebrand
Regional commissions (New York Office)	H. Schmidt
United Nations Conference on Trade and Development	K. Kousari
United Nations Environment Programme	T. Hiraishi
United Nations Children's Fund	P. Altesman M. Kamau
United Nations Development Programme	P. Matthews J. J. Graisse K. Timothy
United Nations Population Fund	J. Sacklowski V. Ponniah
Office of the United Nations High Commissioner for Refugees	B. Deschamp
World Food Programme	J. M. Boucher O. Arora
<u>Specialized agencies, IAEA and GATT</u>	
International Labour Organisation	I. Chambers
Food and Agriculture Organization of the United Nations	D. Forbes Watt E. Hein

Annex III

ROLE AND FUNCTIONING OF THE CONSULTATIVE COMMITTEE
ON PROGRAMME AND OPERATIONS QUESTIONS

A. Mandate

1. The mandate of the new Consultative Committee on Programme and Operational Questions (CCPOQ) is set out in its terms of reference which were approved by the ACC in April 1993.
2. The Committee has a broad and challenging role to play, the essence of which lies in supporting the ACC on programme and operational questions and in its task of ensuring the coordination of those programmes approved by the governing bodies of member organizations, and in promoting close cooperation within the United Nations system in the pursuit of the common goals of member States. a/

B. Role and objectives

1. Organizations have an individual and collective responsibility for providing impetus and effective direction to the work of the system within the policy guidance provided by the inter-governmental deliberative organs. a/
2. To this end the Committee will promote the integration of the relevant operational experience of all organizations of the system into a coherent whole. b/ Its coordination efforts should be exercised with flexibility, and with emphasis on the anticipation of, and adaption to emerging needs.
3. A major focus of the Committee's work will be on facilitating and enhancing coordination at the field level. Every effort will therefore be made to strengthen linkage with, and draw on the experience of, the field structures of the system so that the Committee's deliberations fully reflect the realities of the field and are equally responsive to its needs. c/
4. The Committee's effectiveness depends on the spirit and commitment of members to enhanced collaboration. d/ Its effectiveness would be further enhanced by the broadest and appropriate (senior) level of participation of member organizations. e/
5. The Committee, which reports directly to ACC, should fully exercise the authority given it by that body, and act on its behalf on most of the questions before it, only referring to ACC significant policy questions. f/ In such cases a very succinct document should be prepared for the ACC on those issues alone. g/
6. The Committee's work should take full account of the links between the programme, operational and normative activities of organizations of the system.

7. Continuing efforts will be made to achieve greater selectivity in the Committee's agenda which should as far as circumstances permit be limited to two or three substantive issues so that justice can be done to the consideration of each. h/

8. The Committee, recognizing the individual and collective responsibilities of member organizations, will give full and priority consideration to issues raised by the General Assembly and the Economic and Social Council, within the scope of the basic instruments and the guidance of their respective governing bodies. i/

9. Organizations should similarly take appropriate account of the Committee's decisions and guidelines in formulating agency specific policies and procedures. The Committee itself will review the implementation of its decisions and guidelines.

10. Member organizations should keep their respective governing bodies informed of the results of the work of the Committee. j/

11. In order to ensure complementarity of action, close contacts should be maintained with the Secretariat of ACC and other subsidiary bodies of the system, particularly the Inter-Agency Consultative Committee on Sustainable Development, k/ and with the JCGP.

12. Close collaboration should be achieved with the United Nations unit which has been assigned system-wide coordination responsibilities by the Secretary-General. That unit should continue to utilize CCPOQ as mechanism for consultations with member organizations particularly in connection with the preparation of the Secretary-General's annual and triennial policy review reports. l/

C. Working methods

1. Organizations are invited to take initiatives in the formulation of the programme of work of the Committee. Proposals made by individual organizations should be accompanied by a clear statement on the nature of the problem or issues involved, and the results intended from the Committee's consideration of the matter. m/

2. Organizations should involve and draw fully on their respective programme and operational units in the determination of the Committee's work programme and, as appropriate, in the preparations and consideration of agenda items. n/

3. Using the concept of lead agency or agencies, maximum resort should also be had to informal ad hoc working groups in the preparation of documentation for its meetings. Such groups should also distil the policy aspects of the issues that require consideration by the Committee. o/

4. The fullest participation of members in an inter-sessional mechanism - which has been found useful and indeed essential - is of particular importance. Its functioning should remain transparent and, subject to the balancing consideration of a manageably small and effective group, should be open to all

organizations, not least of all, the small technical agencies. p/
Representation should be based on substantive grounds.

5. Given resource constraints, meetings of an inter-sessional mechanism or of working groups should as far as possible be arranged back to back with other events on the inter-agency calendar. q/

6. The documentation for meetings should be limited to short and concise discussion papers r/ aimed at practical results, and should clearly identify policy issues for consideration.

7. The Secretariat should issue the formal notification for sessions of the Committee at least six weeks in advance and should also transmit documentation, as far as possible, within four weeks of the session.

8. The report of the Committee should, subject to OC guidelines for the reports of all ACC committees, be concise in reflecting the decisions reached, as well as discussions to the extent necessary to facilitate follow-up action. A summary of decisions taken will be reflected in section I of the report while in addition, a separate very succinct document containing a synopsis or analysis of any issue being referred to ACC, will be prepared.

9. The substantive secretariat should endeavour to serve as a focal point for information exchanges on, for example, reports on development issues and on meetings of interest to the concerned organizations. s/

10. Inputs provided by the Secretariat to the overview report of the ACC should continue to be substantive, analytical and forward-looking.

D. Work of subcommittees

1. The Committee will monitor and supervise the work of its subcommittees with a view to ensuring complementarity of the work programmes of all subcommittees and of CCPOQ, and other ACC bodies, and to ensure that issues are addressed in the framework of broader development issues. t/

2. Subcommittees:

(a) Should, as far as circumstance may require, set the dates for their meetings bearing in mind the need to provide sufficient time for members of CCPOQ to prepare for their consideration of the reports of the committees;

(b) Keep CCPOQ informed of their work programmes so that the latter can ensure the complementarity of the programmes of all subcommittees and of CCPOQ, and other ACC bodies;

(c) Draft reports that are succinct and, in particular, clearly identify what - if any - questions require the specific attention of CCPOQ.

E. Secretariat arrangements

1. The secretariat will remain independent and neutral. u/
2. The Chairman will be appointed by the Committee in accordance with the principle of rotation. His/her tenure of office should be of sufficient duration and should, as far as possible, take account of that of the Coordinator so as to ensure continuity and the smooth functioning of the Committee. v/
3. The Coordinator will be appointed for a period of two years with a possibility of a maximum extension of two years. w/ The call for candidatures should be widely circulated among organizations of the system.
4. The Coordinator will discharge his/her responsibilities under the overall guidance of the Committee and of its Chairman. He/she will collaborate closely with all organizations, and especially with the United Nations on matters relating to decisions of central intergovernmental bodies. He/she will also liaise with other subsidiary bodies of the ACC, and with the ACC secretariat.

F. Budgetary arrangements

1. The resources available to the secretariat should be commensurate with the tasks to be performed under its broader mandate. x/ Organizations are also encouraged to make staff and additional resources available to meet ad hoc needs, commensurate with their capacities. y/
2. All member organizations must contribute to the budget on the basis of an agreed cost-sharing formula that takes into account the Committee's broader mandate. z/, aa/

Notes

- a/ ACC/1993/14, Summary of conclusions, para. 6.
- b/ General Assembly resolution 32/197, para. 51.
- c/ ACC/1992/27, para. 36.
- d/ ACC/1970/7, para. 46.
- e/ E/1978/144, para. 38; ACC/1989/10, para. 38 (b).
- f/ E/1978/144, para. 44.
- g/ ACC/1993/14, para. 8 (b).
- h/ ACC/1989/10, para. 38 (c); ACC/1992/13, para. 51.
- i/ ACC/1993/10, para. 15.
- j/ Ibid., para. 3 (d).

k/ ACC/1989/10, paras. 38 (a) and 53.

l/ Ibid., para. 38 (g).

m/ ACC/1992/13, para. 51.

n/ ACC/1989/10, para. 38 (f); ACC/1991/10, para. 53 (a).

o/ ACC/1989/10, para. 38 (e); ACC/1992/27, para. 37.

p/ ACC/1991/10, para. 52; ACC/1993/10, para. 3 (f).

q/ ACC/1989/10, para. 38 (h).

r/ Ibid., para. 38 (d).

s/ Ibid., para. 38 (i).

t/ At its first regular session of 1993 the Committee agreed that, while the Subcommittees on Statistics and on Demographic Estimates and Projections should each retain their distinctive character, the latter should report to or through the former (ACC/1993/10, para. 6).

u/ Ibid., para. 3 (i).

v/ Ibid., para. 3 (j).

w/ Ibid., para. 3 (k).

x/ Ibid., para. 3 (g).

y/ ACC/1991/16, para. 60.

z/ ACC/1993/10, para. 3 (h).

aa/ However, as indicated by their representatives, the contributions of the World Bank and the IMF to the work of the Committee will be only in kind - that is, in terms of staff participation and from time to time, taking or sharing responsibility for some studies, consistent with their respective work programmes.

Appendix

DRAFT TERMS OF REFERENCE

The Committee will advise and assist the ACC on a wide range of issues with a view to promoting complementarities and mobilizing the United Nations system's analytical, normative and operational capacities for economic and social development in support of common goals and agreed strategies. To this end, it will in particular:

(a) Ensure an ongoing dialogue regarding major strategies, approaches and issues relevant to the development activities of the United Nations system and consider modalities for the system to respond to socio-economic challenges facing the international community;

(b) Consider issues related to enhancing the responsiveness of the system to national objectives and priorities, taking into account global and regional goals and strategies; promote programme coordination and collaborative arrangements among organizations of the system around substantive priority themes; and review their progress periodically;

(c) Consider and monitor progress on measures to enhance the programming, implementation and cost effectiveness of the system's operational activities, in accordance with national plans and priorities and the impact of such measures on strengthening national capacities;

(d) Consider matters relating to improved cooperation and coordination of action and effective harmonization of activities at the field level;

(e) Prepare recommendations and/or policy options for consideration by the ACC, inter alia, in response to requests by intergovernmental bodies;

(f) Recommend, where appropriate, measures for implementation of policy guidance emanating from intergovernmental bodies and periodically review progress in this regard;

(g) Review the reports of designated subsidiary bodies and, as appropriate, make specific recommendations for consideration by ACC.

The Committee should draw on the expertise of its member organizations to fulfil its functions and, as necessary, may convene task-oriented working groups to assist it in addressing specialized subjects within its mandate.

Annex IV

FUTURE PROGRAMME OF WORK, 1993-1994

(Draft revision to ACC/1993/10, paras. 43-44)

The provisional programme will include:

A. Overall policy issues

1. Implications of global and United Nations system reforms and of resource flows and trends for operational activities;
2. Division of labour and access to resources;
3. Social objectives for the 1990s.

B. Programme coordination

1. Elaboration of common goals and strategies;
2. Humanitarian assistance;
3. Poverty alleviation.

C. Operational activities

1. Implementation of General Assembly resolution 47/199;
2. Monitoring of the implementation of ACC guidelines on operational activities.

D. Other matters

1. Progress reports on issues under consideration;
2. Review of reports of subsidiary bodies;
3. Draft ACC comments on Joint Inspection Unit (JIU) reports.

In light of the above, the following provisional agenda is proposed for the Committee's second regular session of 1993:

1. Implications of global and United Nations system reforms and of resource flows and trends for operational activities;
2. Division of labour and access to resources;
3. Follow-up to the Economic and Social Council coordination segment;

4. Implementation of General Assembly resolution 47/199 in light of the July 1993 Economic and Social Council session:
 - (a) Resident Coordinator system;
 - (b) Programme approach evaluation;
 - (c) Decentralization;
 - (d) Operational activities training;
 - (e) Monitoring of the implementation of ACC guidelines.
5. Review of practical arrangements following ACC decisions on the restructuring of its subsidiary machinery, including the Committee's review of its subsidiary bodies, and the budget of the Committee;
6. Draft ACC comments on JIU reports;
7. Progress reports;
8. Reports of subcommittees.
