

**Administrative Committee
on Coordination**ACC/1997/15
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REPORT OF THE CONSULTATIVE COMMITTEE ON PROGRAMME AND
OPERATIONAL QUESTIONS ON ITS ELEVENTH SESSION

(New York, 22-26 September 1997)

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INTRODUCTION

1. The Consultative Committee on Programme and Operational Questions (CCPOQ) held its eleventh session at United Nations Headquarters in New York from 22 to 26 September 1997. The agenda for the session is contained in annex III, the list of participants in annex IV.

I. MATTERS FOR CONSIDERATION BY THE ADMINISTRATIVE COMMITTEE ON COORDINATION

A. Coordinated follow-up to major United Nations international conferences and summits

2. The attention of ACC is drawn to the conclusions of CCPOQ on the above subject contained in annex I of the present report.

3. The attention of ACC is also drawn to the statement of the ACC Subcommittee on Nutrition entitled "Meeting the nutrition challenge: a call to arms", which strongly urges Governments, United Nations organizations and the donor community to redouble their efforts to tackle the problem of malnutrition, in implementing the Plan of Action of the International Conference on Nutrition.

B. Collaboration with civil society

4. The attention of ACC is drawn to the conclusions of CCPOQ on its debate on collaboration with civil society contained in paragraphs 37 to 46 of the present report.

C. Nomination of CCPOQ Secretary

5. CCPOQ is pleased to recommend to ACC the appointment of Mr. Eckhard Hein, Food and Agriculture Organization of the United Nations (FAO), as CCPOQ Secretary for the two-year period from 1 January 1998 to 31 December 1999.

D. Proposed agenda, dates and venue for the twelfth session of the Committee

6. CCPOQ recommends to ACC that its next regular session be held at Geneva from 16 to 20 March 1998, with the following provisional agenda:

1. Policy and programme coordination issues:

(a) Restructuring and revitalization of the United Nations in the economic and social sectors;

(b) Coordinated follow-up to global conferences and summits;

- (c) Poverty eradication: field-level coordination;
 - (d) Responses to and recovery from crisis situations;
 - (e) Thematic issues to be considered by the General Assembly and the Economic and Social Council (human rights, drug abuse control etc.);
 - (f) Reports of ACC Subcommittees (drug control, statistical activities).
2. Operational activities for development:
- (a) Preparation of 1998 triennial comprehensive policy review on operational activities for development;
 - (b) Role and functioning of the resident coordinator system, including programming processes;
 - (c) Regional and subregional development cooperation;
 - (d) Operational collaboration with non-governmental organizations/civil society;
 - (e) Operational activities training.
3. CCPOQ administrative issues:
- (a) Role and functioning of ACC and its subsidiary machinery;
 - (b) Nomination of CCPOQ Chairperson.
4. Other matters: JIU reports.

II. WORK OF CCPOQ

A. Action taken and decisions adopted

1. Role and functioning of the resident coordinator system

7. The Committee adopted terms of reference for the CCPOQ Working Group on the Resident Coordinator System and Related Operational Issues, which are contained in annex II.

2. Guidelines on technical cooperation among developing countries

8. CCPOQ approved, on behalf of ACC, revised ACC guidelines for the review of technical cooperation among developing countries policies and procedures, for submission to the Economic and Social Council and the General Assembly.

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3. Report of the Subcommittee on Nutrition

9. CCPOQ endorsed the extension of Dr. Richard Jolly (United Nations Development Programme (UNDP)) as Chairman of the Subcommittee on Nutrition for a second two-year term, from 1 January 1998 to 31 December 1999.

10. CCPOQ also approved the agenda, dates (30 March-2 April 1998), venue (Oslo) and provisional agenda for the Subcommittee's twenty-fifth session.

4. Operational activities training

11. CCPOQ agreed to request the Secretary-General, as Chairman of ACC, to send a letter to ACC executive heads to urge full commitment to the management of field coordination training programmes conducted by the United Nations Staff College.

5. Joint Inspection Unit reports

12. CCPOQ amended and adopted, on behalf of ACC, draft comments on the Joint Inspection Unit (JIU) report on the strengthening of field representation of the United Nations system (JIU/REP/97/1).

B. Summary of discussions

13. In her introductory statement, the Chairperson underlined the emerging importance of the work of the Committee, including in the context of the initiatives for reform of the United Nations system. That would require more dynamic methods of work on the part of the Committee, with a focus on impact and effectiveness, as well as clearly defined objectives and allocation of responsibilities, for example in the follow-up work to United Nations global conferences. Continued attention should be given to providing effective guidance to Economic and Social Council debates; the creation of new partnerships with civil society; and the linkages between the normative and operational activities of the United Nations system.

1. Policy and programme coordination issues

(a) Restructuring and revitalization of the United Nations in the economic and social sectors

14. In introducing the item, Under-Secretary-General for Economic and Social Affairs of the United Nations Secretariat, Chairman of the Executive Committee on Economic and Social Affairs, emphasized the important role of CCPOQ in linking ongoing reforms, as proposed by the Secretary-General in his area of responsibility, to the United Nations system as a whole. He briefed the Committee on the establishment of the new Department of Economic and Social Affairs which would, *inter alia*, provide substantive support to the Economic and Social Affairs, and its subsidiary mechanisms. Issues on human rights would

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continue to be centred in the Centre for Human Rights at Geneva. Drug-related issues, as with issues of transnational crimes or "uncivil society", would be consolidated in the Vienna-based organizations. The new Department would focus on normative and analytical work, including statistics, and to a lesser extent on consultancy services for projects funded by the funds and programmes.

15. Replying to various questions, the Under-Secretary-General distinguished between the reform proposals in track I, which were under the authority of the Secretary-General, and track II proposals, many of which were subject to inter-agency and intergovernmental decision processes. Four executive committees had been established to guide reforms in the fields of political and peacekeeping activities, humanitarian affairs, economic and social affairs, and development cooperation activities. The last two would seek to ensure linkages in three areas: (a) strengthening the links between the intergovernmental process and the policy guidelines for operational activities; (b) reinforcing the link between the analytical work carried out at headquarters and those of regional commissions in ways that would better support operational entities; and (c) the need to better link and utilize the technical advisory capacities within various organizational entities to support United Nations field activities. Joint meetings were also planned to facilitate closer interaction.

16. The agenda of the Department for its analytical work would be driven by intergovernmental decisions, although some elements were relevant to operational activities, such as the social dimensions of structural adjustment programmes. Mr. Desai emphasized the need for enhancing inter-country networking and the policy dialogue to strengthen the United Nations analytical work. One of the aims was to ensure complementarities with the work of specialized agencies. One speaker observed that the Department's creation would facilitate links by the United Nations Secretariat with the specialized agencies but that that implied the need for intensified dialogue among their technical divisions.

17. In his presentation on the reform processes in development cooperation activities, the Administrator of the United Nations Development Programme, Chairman of the United Nations Development Group (UNDG), emphasized the importance of close and continuing interaction between UNDG and CCPOQ. As a case in point, agreements reached on the strengthening of the resident coordinator system - a major preoccupation of UNDG - would be reviewed and translated into recommendations by CCPOQ for system-wide application and reflected in the CCPOQ operational activities reference manual. New terms of reference for the resident coordinator were being drafted. Recent surveys indicated that approximately half of the resident coordinators' time was currently expended on United Nations system matters, while an estimated 34 per cent of total UNDP administrative expenditures went to overall United Nations system support, predominantly through the resident coordinator system. Staffing support through secondments from the United Nations Population Fund (UNFPA) and the United Nations Children's Fund (UNICEF) had strengthened the Office of United Nations System Support and Services (OUNS) to provide an independent secretariat for UNDG, as well as to support the resident coordinator system. A similar secondment arrangement was contemplated for the World Food Programme (WFP). The UNDP Administrator invited agencies to consider pooling their resources to cost-share a further secondment, which could give particular attention to their collective interests.

18. As to the United Nations Development Assistance Framework (UNDAF), which was being developed in 11 pilot countries, he noted that it was potentially a powerful tool for collaborative United Nations system programming at the country level. In addition to encouraging programme harmonization, UNDAF would provide the framework for responding to the country strategy note where one existed, and would promote a unified approach to United Nations operational activities at the country level.

19. Responding to various questions, the Administrator noted that on the issue of collaboration between UNDG and the humanitarian group, UNDG members were participants in meetings of the humanitarian group as well as the inter-agency standing committee (IASC). An additional mechanism for linking development to humanitarian issues was the expanded Consolidated Appeal Process. Moreover, agreement had been reached in IASC and CCPOQ that with rare exceptions, the role of humanitarian and resident coordinators would be consolidated in a single individual. To free the resident coordinator's time for that dual function, UNDP was prepared on a needs basis to field a country programme director to deal with UNDP business.

20. On the relationship between the country strategy note and UNDAF, he suggested that the country strategy note, a government document, could be conceived as representing the demand side of the government's intended utilization of United Nations resources, while UNDAF represented the supply side of how the United Nations system collectively responded to government priorities. UNDAF could be likened to a collective advisory note that might ultimately take the place of several internal documents. The Administrator underlined the need for the resident coordinator system to address the interests and concerns of small agencies. In the event of overwhelming coordination responsibilities, a separate UNDP official would take over responsibility for UNDP operations. In any case, the interests of the resident coordinator system must take precedence over that of the UNDP resident representative. Both UNDG and CCPOQ would address the issue of joint training of the resident coordinator and country teams through the United Nations Staff College at the Turin Centre.

(b) Coordinated follow-up to major United Nations international conferences and summits

21. In introducing the report of the working group on the follow-up to major United Nations conferences and summits, the representative of the Department of Economic and Social Affairs noted that the deliberations of the Committee should be guided by the ACC decision to assess at its forthcoming October meeting the experience of using task forces, and by the need to assist ACC in providing the system with advice on means of ensuring a coherent follow-up to the conferences at both the intergovernmental and inter-agency levels, as well as at the Headquarters and field levels.

22. The ensuing discussion highlighted a number of issues; for example:

(a) experience in using ad hoc task forces had demonstrated that there was value added to be derived from working collaboratively and from linking normative work to operational activities; (b) relying on information technology for follow-up activities was particularly important for small agencies, and the need to build the capacity of partners in the use of such technologies, particularly in least

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developed countries, was emphasized; (c) alternative mechanisms should be explored to allow civil society to contribute to the inter-agency debate without requiring their direct participation in inter-agency meetings; (d) reservations were, however, expressed over the need for ACC guidelines on managing the relationship with civil society in the light of the diversity of civil society membership and United Nations partnership arrangements; (e) the importance was noted of monitoring the follow-up process and of demonstrating unity of purpose in the United Nations system on cross-cutting issues; (f) concern was expressed that the products of the task forces be effectively and fully utilized and publicized to the field, and that training opportunities both within agencies and in Turin capitalize on disseminating that information; (g) the institutional arrangements for follow-up should incorporate mechanisms for monitoring the implementation of task force outputs, as well as the outcome of Habitat II, the World Food Summit, and the Popular Coalition on Hunger and Poverty, so as to provide feedback, *inter alia*, for regularly updating the products of the task forces; (h) there was a need to establish a comprehensive, usable, cost-effective set of statistical indicators for conference follow-up; (i) ACC should in general encourage the consolidation of voluntary reporting beyond the mandated reporting on conference follow-up; (j) in follow-up activities emphasis should be placed on networking arrangements, both to facilitate utilization and feedback on the task force products and to make available reporting elements for use in other contexts; (k) the Turin workshop should build on the case studies of the task forces and identify more examples of "good practices" on inter-agency collaboration for replication; (l) the role of thematic groups at the country level in the follow-up should be promoted.

23. A number of suggestions were offered for the revision of the background document (ACC/1997/POQ/CRP.20): (a) paragraph 17 should highlight common ground among regional commissions and other United Nations bodies at the regional level, and differences in policy approaches were legitimate and desirable to stimulate debate at the national, regional and global level and to capitalize on the diverse competencies of the United Nations system; (b) paragraph 45 should focus on networking arrangements led by task managers to capitalize on the momentum generated by the task forces; (c) there was a need to clarify in paragraph 19 the role of the Government in the coordination of policy approaches; (d) the definition of focal points referred to in paragraph 43 should normally refer to a single entity; (e) section B should refer to joint programming frameworks rather than joint programming, and paragraph 29 should reflect that programming processes of funds, programmes and agencies would be aligned to UNDAF objectives and not vice versa. It was agreed that the document would be revised and made available as a background document for ACC discussions.

24. The Committee supported the recommendation of the working group that the Chairs of the three ACC task forces meet to provide an overview and document the lessons learnt from their experience in the use of task forces.

25. The Committee also reviewed an outline of issues regarding the agenda, composition and organization of the workshop on the field-level follow-up to the global conferences, to be held at Turin from 10 to 12 December 1997, and agreed that consultations on the preparation should be pursued by the United Nations Staff College as Convener.

26. Following detailed review of the report of the working group and the different issues related to the coordinated follow-up, the Committee submitted for the attention of ACC the conclusions and recommendations set out in annex I to the present report.

Habitat II

27. The representative of the United Nations Centre for Human Settlements briefed the Committee on the guidelines for the follow-up to the United Nations Conference on Human Settlements (Habitat II) which had prioritized civil society involvement. He noted the consultations undertaken with ACC members since the tenth session of CCPOQ, and drew attention to the annexes reflecting individual agencies' role in the follow-up. The principal mechanism for implementing the Habitat II Agenda were national and local plans of action.

28. In the ensuing discussion, it was suggested that the guidelines could be made somewhat more user friendly in focus and in length. The guidelines should also reflect linkages with other conferences and be realistic in what could be expected from the capacity of the resident coordinator system. Care should be taken in the guidelines to use correct terminology on the resident coordinator system and related issues.

29. Subject to such further redrafting as might prove possible to reflect the above points, the Committee endorsed the guidelines for distribution to the resident coordinator system.

(c) Poverty eradication: field-level coordination

30. In introducing the item, the Secretary recalled earlier CCPOQ work on the compilation of an inventory of United Nations system activities and the brainstorming workshop held at Turin in February 1996 that had produced recommendations for United Nations system action at the global and country levels. To carry that work forward, the Committee had agreed at its tenth session to document and make recommendations on potential areas for United Nations field collaboration in poverty eradication, which was the subject of a Consultant's report (ACC/1997/POQ/CRP.21) that was before the Committee.

31. In their subsequent review of the report, speakers noted that the examples given of United Nations system cooperation might not warrant the level of optimism displayed by the author. Among the shortcomings in the document were its failure to address the feminization of poverty; its multidimensional nature, with consequent implications for identification of appropriate indicators, measurement methods and monitoring; and the institutional bias and neglect of the roles of other United Nations agencies with mandates on poverty. Suggestions were made for further collation of country information on good practices on inter-agency collaboration. One speaker noted that contradictory evidence of rising poverty in some countries and declining poverty in others, in situations of growth and expanding incomes, should be analysed to understand their root causes. Several speakers said that it was time to go beyond issues of measuring poverty to an assessment of the impact of the United Nations system's poverty programmes.

32. On the substance of the issue, it was noted that poverty initiatives should feature important elements, such as (a) the involvement of multi-stakeholders, including the Government and relevant actors in civil society; (b) bottom-up rather than top-down approaches; (c) sectoral work should be harnessed to poverty eradication objectives, as with policies at the macro, micro and meso levels; (d) recognition of the potential of micro enterprises and micro credit; (e) advocating the role of foreign direct investment in support of poverty reduction objectives.

33. The Committee took note of the report of the Consultant, which provided a basis for its future work. It welcomed the UNDP offer to facilitate follow-up work on the Consultant's report and to report back to the Committee at its next session.

(d) Collaboration with civil society

34. The Committee considered the issue of collaboration with civil society on the basis of a background document prepared by the Secretariat (ACC/1997/POQ/CRP.19). In the subsequent discussion, it was noted that the United Nations system had long-standing relationships with non-governmental organizations; the challenge was to reach out beyond those traditional relationships to diverse civil society groups, while maintaining the United Nations system's independence, impartiality and capacity to assert the principles of the Charter of the United Nations.

35. The United Nations system was increasingly seeking ways and means to institutionalize relations with civil society so as to enrich and maintain the relevance of intergovernmental debates; that was driven in part by the growing importance of the role of civil society in international affairs, economic life and governance in the context of globalization and democratization trends. Several speakers alluded to the enormous potential of civil society in contributing to the United Nations development agenda, inter alia, as policy advocates; in mobilizing development finance, as well as through direct contributions to United Nations system budgets; in conference preparation, participation and follow-up; and as an operational resource. Particular reference was made to potential interaction with parliamentarians in their capacity as custodians of policy to support the implementation of global agendas.

36. The nature of civil society favoured broad inclusive definitions. Although it was necessary to identify specific categories of civil society to base decisions on modalities of cooperation, most speakers felt that the United Nations should not be handicapped by definitional problems, which were bound to be resolved as organizations gained experience. In that connection, information-sharing and the development of good practices were to be stressed. It was generally felt that a monolithic approach to civil society and attempts to homogenize relationships through the issuance of formal system-wide guidelines ran counter to the very character of civil society and was potentially damaging to creativity. Consistency in approaches might, however, be useful on selective issues, such as accountability, criteria for selection of civil society partners, assessment of competence and contractual relationships.

37. Members expressed broad support for the report's observations and conclusions, and highlighted several important issues:

(a) The need for the United Nations system to strengthen its collaboration with civil society reflected the evolution in the nature of governance in which a broad range of non-State actors participated. Although member States had not yet reached consensus on the degree to which civil society organizations should be formally involved in decision-making, there appeared to be widespread agreement that civil society inputs into intergovernmental deliberations enlivened and enriched the decision-making process. There should be a strengthening of government capacity to provide space for civil society action, to be open to and inclusive of all social actors and participatory in policy and decision-making;

(b) The United Nations system is seeking to respond effectively to the challenges posed in strengthening its cooperation with civil society in a range of innovative and creative ways, including an increased role for civil society organizations in governance, in policy dialogue and advocacy, in mobilizing resources and in operational collaboration. Civil society partners should ensure broad representativity, and should include national and subnational entities, community organizations etc.;

(c) Although the United Nations was making progress in that area, there was no room for complacency. Partnership meant not only incorporating civil society into the work of the United Nations system but empowering the United Nations system to support and participate in the activities, programmes and projects of civil society. For United Nations organizations working in development, that might require a transformation of self-perceptions from that of donor agency to agent of change;

(d) While remaining mindful and vigilant with respect to those elements of (un)civil society whose activities were incompatible with the aims and objectives of the United Nations system, the United Nations definition of civil society should be as broadly defined and inclusive as possible so as to include all organizations, groups and movements whose values, aspirations and goals corresponded with those of the United Nations. For strategic purposes and comprehensiveness, it should also include business and the private sector;

(e) While the system should seek greater coherence and consistency with regard to the values, principles and attitudes that underpinned its efforts to cooperate more closely with civil society, the sheer diversity of civil society and the diversity of the mandates and goals of the United Nations system demanded a diversified and flexible approach;

(f) The capacity of the United Nations system to respond to the potential of its civil society constituencies and to develop proactive and innovative approaches to cooperation with civil society organizations needed to be strengthened as a central objective of United Nations reform.

38. Many organizations of the United Nations system had a long tradition of working with business organizations and the private sector, and many representative business associations had long held consultative status with the

Economic and Social Council, with specialized agencies and other organizations of the system. For some agencies, industrial and business organizations were a key partner and/or target of their work. In the evolution of the United Nations system's cooperation with those actors, a diverse range of modalities of cooperation had emerged with respect to policy dialogue, technical assistance and resource mobilization.

39. At the same time, some United Nations agencies, particularly those with social, humanitarian and environmental regulatory mandates, faced difficulties in developing modalities for relating to the business sector, and in some areas, experienced severe conflicts of interest between their goals and the effects of the profit-seeking goals of business.

40. In deepening and extending cooperation with business and the private sector, transparency was vital. A distinction should continue to be made between representative organizations, on the one hand, and individual groups, corporations, enterprises and business leaders on the other. Consideration should be given to the impact of strengthened cooperation with the private sector on the role of the non-profit civil society constituencies active at the United Nations.

41. It might be desirable, in promoting wider cooperation, to encourage the private sector to contribute to the public interest and common good as well as to support regulatory frameworks. Dialogue with the large organized sector, associations of small enterprises, employers and trade unions might be promoted in that regard. In the first instance, it might be useful to review the ongoing level and type of cooperation and experience on an inter-agency basis. That would be a useful input to the work of the proposed United Nations Enterprise Liaison Service.

42. The United Nations system had a key role to play with respect to capacity-building of civil society organizations, in particular - but not exclusively - with respect to capacity-building in developing countries and in facilitating South/South contacts. That might include programme and project execution, responses to emergencies, policy dialogue and advocacy, awareness-raising and social mobilization, and institutional strengthening. In its work in that area, the United Nations system must be sensitive to the needs and concerns expressed by civil society organizations themselves.

43. With respect to operational collaboration with civil society, it is important that, at the country level, civil society organizations be brought, as appropriate, into needs assessment and programming exercises. The United Nations could play an important and catalytic role in facilitating tripartite dialogue and cooperation between Governments, civil society and the development community.

44. Linkages at the country level, in particular, could emphasize flexibility, relevance and outreach. The resident coordinator system was well placed to assess civil society capacities; promote civil society concerns in national programmes, e.g., through their inclusion in thematic groups; to mobilize civil society for development goals; and to support civil society groups in their field of interest.

45. The Committee welcomed the endorsement by the Joint United Nations Information Committee and the Non-Governmental Liaison Service (NGLS) sponsors of the proposal that CCPOQ and NGLS cooperate to provide an inter-agency forum for a more extensive and in-depth exchange of experience and views on operational collaboration with non-governmental organizations with a view to sharing best practices and elaborating common guidelines and procedures, as appropriate.

46. Measures to further enhance the United Nations system's relationship with civil society could include:

(a) Improved access to information on the work of the United Nations system; that might require review and elaboration of rules on information disclosure, and the preparation of handbooks on collaboration with non-State actors;

(b) Strengthening the United Nations system's capacity to deal with civil society in order to better reflect the broad diversity of civil society organizations and non-State actors with whom the system would increase its interaction, for example by enhancing United Nations staff capacity and awareness through system-wide training programmes;

(c) Input into substantive and coordination reports: reports on specific issues of priority concern to civil society, e.g., on poverty eradication and follow-up to global conferences, would benefit from selective inputs from civil society. Reports on institutional and policy reforms within the system related to work with civil society might be particularly useful with a view to developing an experience base and to replication;

(d) Strengthening role in follow-up and monitoring: the role currently being played by civil society organizations in follow-up of major conference decisions and in monitoring of intergovernmental commitments should be noted. Several civil society groups were playing a major role in that regard, particularly in the area of human rights, sustainable development, social development, gender equality, climate change etc.

(e) Responses to and recovery from crisis situations

47. The Committee considered the issue on the basis of a progress report and an outline of the strategic framework for Afghanistan (ACC/1997/POQ/CRP.22). Several speakers emphasized that the outline did not do justice to the drug issue, a central concern in Afghanistan, with ramifications for the use of arable land and food security. The treatment of the drug issue as a private sector issue was moreover incongruent with the stated objectives and method of work for that category. Although ACC had emphasized the need to take the gender perspective into account in testing the strategic framework, gender considerations had similarly been neglected. Other critical issues to be taken into account included demining, population displacements, refugees and the human immunodeficiency virus/acquired immunodeficiency syndrome (HIV/AIDS). Participation in the current assessment mission by WFP, as the largest actor in the country, had been overlooked but that had since been corrected.

48. The outline was perceived to be rather theoretical; it had not incorporated practical considerations, such as the non-existence of curricula in the education sector, the lack of qualified medical staff in the health sector, the need for micro-credit schemes and the lack of modern farming techniques. The steps for implementing the strategic framework, moreover, required clarification as well as responsibility for managing the process. More in-depth analysis was needed on the root causes of donor fatigue and the lack of a durable peace.

49. The Committee benefited from a presentation by the representative of the Department of Political Affairs of the United Nations Secretariat. Replying to questions, the representative of the Department noted that the report represented work in progress, and the many concerns expressed would undoubtedly be addressed in the context of the inter-agency mission, which would consult with all agencies with offices in Islamabad. A particularly noteworthy feature of the assessment exercise was the unprecedented involvement of political and non-political actors. It was emphasized that the importance of the political dimension should not marginalize legitimate social and economic concerns. It was felt that the mission should also take into account intercountry issues.

50. The Committee agreed to transmit its comments to Islamabad for due consideration in the context of the assessment mission.

51. With regard to the study on the impact of armed conflict on children prepared by Ms. Graça Michel (A/51/306 and Add.1), the representative of UNICEF recalled ACC conclusions concerning system-wide follow-up to the study. The Committee was informed that the Secretary-General had appointed Mr. Olara Otunnu as Special Representative for children and armed conflicts at the Under-Secretary-General level. The UNICEF representative called on member organizations to provide him with their full support.

(f) Report of the Subcommittee on Nutrition

52. In introducing the report of the Subcommittee on Nutrition (SCN) on its twenty-fourth session, the SCN Chairman highlighted worsening nutrition trends in India and sub-Saharan Africa in spite of the commitments made at the International Conference on Nutrition and the World Food Summit. He noted that research findings had proven that early childhood nutrition had far-reaching implications not only for good health and longevity in future adult life but also for the incidence of such diseases as cancer, diabetes and heart disease. In that connection, he drew attention to the SCN statement entitled, "Meeting the nutrition challenge: a call to arms", which sought to focus both United Nations and government attention on giving appropriate priority to nutrition-related issues.

53. The Committee expressed its satisfaction with the reorientation of SCN to its rightful role as an ACC coordinating body. It noted with appreciation the different forms of inter-agency collaboration carried out by SCN, as described in the report, as well as its diverse and visible outputs and capacity for reaching out to donors and civil society. The Committee endorsed the SCN proposal for a communication to be sent to resident coordinators inviting them to address malnutrition issues in the context of appropriate thematic groups,

and undertook to draw the SCN statement to the attention of ACC in the context of the coordinated follow-up to the global conferences.

54. Regarding the funding of the SCN budget for 1998-1999, WHO advised that it would provide an estimated \$10,000 as well as premises and services for the SCN secretariat, and would review the matter further in the light of the financial situation. The United Nations Educational, Scientific and Cultural Organization (UNESCO) reported that it would maintain a contribution of \$16,200, subject to its governing body approval. The CCPOQ Chairperson urged partner agencies to pledge full financial support to SCN so as to enable it to continue to perform its valuable role within the ACC machinery.

2. Operational activities for development

(a) Preparation of the 1998 triennial comprehensive policy review of operational activities for development of the United Nations system

55. In introducing the item, the representative of the Department of Economic and Social Affairs noted that the preparation of the 1998 triennial comprehensive policy review was occurring in a dynamic environment, which required flexible planning to reflect the pace of reform and the changing requirements of member States and civil society, as well as to project developments for upcoming years. Funding was a particularly critical issue given the impact on operational activities of the decline in the core resources of the funds and programmes, which had been even sharper than the overall decline in official development assistance (ODA). Implications for resource trends and issues in developing new financing modalities were thus principal areas of the review. The other two areas were the assessment of the implementation of General Assembly resolution 50/120 (and 47/199), including implications and progress in country-level reforms, and policy issues arising from new and changing requirements of recipient countries. With regard to the latter, the representative noted that in resolution 50/120, paragraph 51, the Assembly had identified linkages with the continuum from humanitarian assistance through rehabilitation to development, and had also called for support of global conferences. Those dimensions, which reinforced the linkage of the normative and operational work, would be brought into the review.

56. The representative noted that broad consultations would be held to define the scope and depth of the upcoming General Assembly policy review. The review would be forward-looking, and would set new policy directives to achieve greater effectiveness of the United Nations system.

57. Another representative from the Department of Economic and Social Affairs briefed the Committee on the issue of impact evaluation, an important new feature of the review that was backed by strong political concerns. The focus of the exercise was on capacity-building by the United Nations system over the last 10 to 15 years. It would draw on the conceptual work done for the Economic and Social Council in 1997 and country monographs for over 30 countries. It was also the intention to field three or four missions. The first such mission would visit Mali in late 1997 to evaluate the contribution of the United Nations system to capacity-building in Mali in the areas of basic health and education

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and related follow-up to conferences. Agencies that had involvement in those two areas in Mali were asked to contribute inputs. Recalling the United Nations intention to draw on the evaluation work done by the agencies on the impact of their activities on capacity-building, he also requested participants to revisit that topic within each of their agencies and to provide their contribution by 1 November 1997.

58. With regard to the process, a preliminary report would be made available to the Council in April 1998. Recommendations would be submitted to the General Assembly after the Council's substantive session of 1998, in broad consultation with CCPOQ membership as with every stage of the process except for impact evaluation, which had to be carried out independently in the interests of objectivity.

59. The ensuing discussions noted the following: (a) the triennial comprehensive policy review should adequately reflect the link between development and emergency activities; (b) a mapping of the institutional mechanisms dealing in operational activities issues would be helpful; (c) rapidly evolving developments on such issues as the resident coordinator system, common premises, common services etc. should be brought to bear in the review; (d) given the lack of established methodology, assessments of impact evaluation should combine qualitative judgements with hard data; (e) establishing indicators for ascertaining impact would be helpful; (f) the review should not avoid flagging problem areas since member States were receptive to such issues and would in any case be carrying out their own independent assessments; (g) a permanent dialogue on the preparation of the review would need to be maintained between the different inter-agency mechanisms dealing with operational activities.

(b) Role and functioning of the resident coordinator system, including programming processes

60. The Chairman of the CCPOQ Working Group on the Resident Coordinator System and Related Operational Issues presented the report of the Working Group on its meeting on 18 and 19 September 1997 as well as on its previous meeting on 9 and 10 July 1997. He observed with satisfaction the evolution of the Working Group from an ad hoc to a full fledged body of CCPOQ, supporting its work on a wide range of resident coordinator and related issues. Particularly noteworthy was the major change in the spirit of cooperation and goodwill among members of the group even when dealing with contentious issues. He drew the Committee's attention to the draft terms of reference of the Working Group contained in the annex to its report, which were intended, inter alia, to provide a solid basis for its work and to assure transparency both in its functioning and in the circulation of reports.

61. Also taking into account the earlier briefing by the Administrator of UNDP, the Committee offered several observations for the consideration, inter alia, of UNDG: (a) the need to involve the rest of the system at an early stage in reform proposals affecting field coordination; (b) the agenda and selected documents of UNDG should be copied to CCPOQ focal points for their comments; (c) the need for agencies to seriously consider the Administrator's offer on the co-financing of a secondment to OUNS to represent their collective interests

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(OUNS was requested to provide information on the job description and related cost implications); (d) the need to forge links on programmatic issues between the Executive Committee on Economic and Social Affairs and the technical departments in the rest of the system; (e) the expectation that the UNDAF pilot exercises would lead to a clarification of the relationship between the country strategy note and UNDAF.

62. The Committee took note of the two reports of the Working Group and approved its terms of reference, which are contained in annex II. It commended the Working Group on its work under the able leadership of its Chairman.

(c) Regional and subregional development cooperation

63. The Committee deliberated on the issue of regional and subregional development cooperation on the basis of a Consultant's report and the specific proposals by the five regional commissions, as contained in a separate document (ACC/1997/POQ/CRP.26 and Add.1). Committee members noted that the current emphasis on decentralization, globalization, the increasing formation of regional economic groupings and transboundary issues had heightened the importance and relevance of that issue. It was important to reflect in the UNDAF guidelines the regional dimensions of development. Moreover, the Charter of the United Nations had alluded to regionalism as an essential element in international relations, which was the reason for the establishment of the five regional commissions.

64. It was pointed out that there were difficulties in coming to grips with the issue and in measuring the flow of development assistance directed to regional activities through intercountry programmes (ICPs) due to the lack of coherent statistics and the diversity of definitions of ICPs and of regional structures within the United Nations system. One speaker noted the comparative advantage of the United Nations in intercountry activities; such activities did not detract from agencies' country focus since countries were ultimately the beneficiaries of such programmes.

65. Some suggestions were made to advance discussions on the issue. That could be accomplished through, inter alia, the sharing of information among agencies, regional commissions and other regional and subregional offices of the United Nations system on their respective regional, subregional and intercountry activities, as well as encouraging regional dialogue on technical issues, such as through regional thematic groups that would feed into development activities at the national level.

66. The Committee agreed that the future policy framework should link national development processes, regional obligations and trends emanating from the globalization of the world economy. More coherent policies should be elaborated on cooperation at the regional and subregional levels, based on interaction with regional organizations and economic groupings and initiatives. Reference should be made both to the annual Economic and Social Council reviews and the triennial comprehensive policy reviews of operational activities for development.

67. The Committee agreed to return to a review of the issue at its twelfth session. It requested the Secretary, in consultation with the Department of

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Economic and Social Affairs and the regional commissions, to coordinate the preparation of a note based on the work done in that area by the Committee, the Secretary-General's recommendations to the Council and the proposals made by the regional commissions at CCPOQ's eleventh session. The note should identify practical steps to be taken to achieve progress on definitional issues, permitting a proper assessment of resource flows, definitions of regions, and the possibility of experimenting with regional and subregional strategy notes for United Nations system development activities.

(d) Operational activities training

68. The Secretary of the Advisory Panel on Operational Activities Training presented the conclusions reached by the Panel at its meeting at Geneva on 11 July 1997. While taking note of the report, CCPOQ observed that under the dynamic leadership of its director of training, the Turin Centre had evolved into a leading centre for United Nations system training, eventually leading to the realization of the United Nations Staff College, and as a laboratory for testing new concepts. In the current climate of change, the field coordination programme should keep abreast of the rapidly changing demands of the United Nations system; hence, curricula redesign should not be time-bound but rather should respond to needs. Curricula changes could be envisaged in 1998, and should take into account feedback from the field.

69. With regard to the Advisory Panel, it was felt that there was scope for streamlining its membership and agenda, and that it would benefit from the participation of technical specialists. As for the training itself, the challenge was to achieve an appropriate balance between substance and process. Practical remedial action was necessary to address the problem of limited national and agency headquarters participation, as with the need to promote the carrying out of national follow-up workshops.

70. CCPOQ endorsed the Advisory Panel's recommendation that the Secretary-General, as Chairman of ACC, send a letter to all executive heads to remind them of the importance of the management of field coordination programmes, particularly in the context of the reform measures, and to invite them to ensure full substantive and financial commitment for their staff's participation in the programme's workshops.

(e) Guidelines on technical cooperation among developing countries

71. In presenting the report (ACC/1997/POQ/CRP.28/Rev.1), the representative of UNDP noted that the revised guidelines were drafted on the basis of broad inter-agency consultations. He drew attention to the prominence of the issue in the Secretary-General's reform intentions to emphasize South/South cooperation, and called on agencies to make technical cooperation among developing countries (TCDC) a vital part of their technical cooperation activities. One speaker, while expressing general support of the objective, alluded to the new challenges and elements involved in conceptualizing TCDC within the health sector. Another speaker noted the internalization of TCDC in his agency and the resulting signature by 100 countries of a special agreement on TCDC to use experts from developing countries.

72. The Committee approved, on behalf of ACC, the revised TCDC guidelines, as contained in paragraphs 34-42 of the above-mentioned report.

(f) Operational activities reference manual

73. The Secretary informed the Committee that a second reprint of 1,000 copies of the manual had been distributed, and that consultations were under way with the Information Systems Coordinating Committee (ISCC) to create a CCPOQ Web site for it. The manual was in fact already available on the OUNS home page, at:

www.ouns.org

Translations into French and Spanish were planned for after the major update of the ACC/CCPOQ guidelines on the resident coordinator system scheduled for 1998.

74. The Committee expressed continued appreciation for the usefulness of the manual. It urged that both access by e-mail and the translations be advanced as early as possible. An update of the other parts of the manual should also be scheduled for end-1997. Organizations should also continue to alert their field representatives to the existence of the manual in order to ensure common approaches at the country level.

3. CCPOQ administrative issues

(a) Report of CCPOQ Secretary

75. The Secretary presented his report on developments since the tenth session of CCPOQ, in March 1997 (ACC/1997/POQ/CRP.29). He drew attention to the decisions taken by the Organizational Committee on issues addressed by the Committee, and to the discussions under way regarding the structure and functioning of ACC and its subsidiary machinery. Activities by the CCPOQ secretariat had continued to emphasize three matters: (a) participation in relevant inter-agency meetings to ensure coordination and coherence with the Committee's programme of work; (b) ensuring information of CCPOQ members through informal meetings, circulation of documentation and direct contacts; (c) initiating catalytic processes through participation as a resource person in training and briefing exercises. He nevertheless noted the increasing attention given in other inter-agency forums to policy issues relevant to the CCPOQ mandate, and the need to ensure greater coordination and harmonization in those fields.

76. The Committee thanked the Secretary for his informative report and for the work undertaken over the past months. The Committee requested the secretariat to explore the possibility of dissemination of CCPOQ documentation by e-mail. It noted with satisfaction that the International Monetary Fund had agreed to contribute to the CCPOQ budget, and that discussions on the finalization of the revision of the ACC programme classification were almost complete.

(b) Nomination of CCPOQ Secretary

77. The Committee unanimously nominated Mr. Eckhard Hein of the Food and Agriculture Organization of the United Nations as CCPOQ Secretary for the two-year period from 1 January 1998 to 31 December 1999.

78. CCPOQ also expressed its appreciation and gratitude for the valuable contribution and dedicated service of the outgoing Secretary, Mr. Derrick Deane.

(c) Future programme of work

79. In approving its draft agenda for its twelfth session (see para. 6 above), and while recognizing the primary role of the Consultative Committee on Administrative Questions in the issue, the Committee agreed that its deliberations on responses to and recovery from crisis situations should take into account staff security in operational situations.

4. Other matters

(a) JIU report on strengthening of field representation of the United Nations system (JIU/REP/97/1)

80. CCPOQ adopted on behalf of ACC the draft comments on the JIU report on strengthening of field representation of the United Nations system (JIU/REP/97/1), subject to the amendments made during the discussion.

81. The Committee again urged its members to raise with CCPOQ in advance future agency requests for JIU studies for discussion in order to ensure the relevance of topics.

(b) Report of the Twelfth Meeting of Senior Fellowship Officers of the United Nations System

82. The Committee took note of the report of the Twelfth Meeting of Senior Fellowship Officers of the United Nations System (ACC/1997/POQ/CRP.31), and agreed that there was a continued need for an inter-agency coordination mechanism on fellowship and study tour activities, and that a lead agency should be designated as the focal point for such coordination. It welcomed the statement by the United Nations that the Department of Economic and Social Affairs would continue to assume the lead agency function until further notice. The JIU study on fellowships in the United Nations system would be considered by the CCPOQ Advisory Panel at its next meeting.

(c) Any other business

83. The representative of the United Nations Volunteers (UNV) informed the meeting that the UNDP Executive Board, in its decision 97/24, had approved the Administrator's intention to explore with United Nations user agencies the possibility of requesting reimbursement equivalent to 10 per cent of the direct cost of volunteers financed through their programmes. That was consistent with trust fund arrangements and with memoranda of understandings with the United

Nations Secretariat. He expressed the hope that the United Nations system would continue to draw on the UNV modality.

84. He also advised the Committee of the decision of the Economic and Social Council in July 1997 to recommend to the General Assembly that the year 2001 be designated as International Year of Volunteers, with the UNV programme as focal point for the preparation, implementation and follow-up by the United Nations system. He called on all agencies to participate actively in the preparations for the implementation of the Year. A number of participants expressed their organizations' support for the event and their determination to cooperate as fully as possible.

Annex I

COORDINATED FOLLOW-UP TO MAJOR UNITED NATIONS INTERNATIONAL
CONFERENCES AND SUMMITS: CONCLUSIONS AND RECOMMENDATIONS
OF CCPOQ

INTRODUCTION

1. The global agenda emanating from the recent major global conferences was forged through the widespread consensus of both developed and developing countries. It provides the critical underpinnings for development cooperation and the mobilization of development assistance against a backdrop of increasing resource stringency. Taken collectively, the global conferences emphasize a holistic approach to development, with sustainability and social dimensions as essential components of successful strategies. They have focused attention on the role of public policy during an era of increasing globalization.

2. Building on the practice initiated by the Inter-Agency Committee on Sustainable Development (IACSD) and the task force for the follow-up to the International Conference on Population and Development, the three ACC inter-agency task forces have constituted an unprecedented system-wide effort aimed at providing integrated, productive and coordinated support to Governments in the follow-up to this global agenda. The entire United Nations system - including the Bretton Woods institutions - have come together to develop a coherent approach to translate the normative recommendations of conferences into operational guidance with implications for the country level. The task forces have pulled together efforts of a large number of organizations within the United Nations system, including the Bretton Woods institutions, in pursuit of the implementation of conference goals. They have produced valuable inputs, covering a wide range of policy issues. Their method of work - the lead agency arrangements, the use of country reviews and the organization of country seminars - has proved successful, and provides lessons for future system-wide efforts. The task forces have aroused considerable interest among Governments. They have been viewed as a tool for improving the interaction between coordinated United Nations system efforts at the headquarters and country levels and the intergovernmental machinery.

3. The challenge before the system is to ensure that the momentum created for the integrated and coordinated follow-up to the recent major United Nations conferences will be maintained; to provide coherent guidance, including through the resident coordinator system; and to support individual countries to translate the outcome of conferences into concrete national policies and programmes. In this exercise, it will be necessary to integrate cross-cutting policy dimensions, such as gender, children, human rights, environment, information and communication technologies, as well as the outcomes of recent conferences, such as the United Nations Conference on Human Settlements (Habitat II) and the World Food Summit.

4. The outputs of the task forces can be broadly categorized as follows: (a) key elements of the policy framework and (b) recommendations for the United Nations system programming. Also examined are issues of (c) streamlining of

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national reporting, (d) statistics and indicators, (e) other areas for action (e.g., civil society, use of information technology), and (f) institutional arrangements for follow-up.

I. POLICY AND PROGRAMMING FRAMEWORKS

5. Recognizing that effective coordination must be underpinned by a sound policy framework, the task forces identified key elements of such a framework relating to the cross-cutting themes addressed by them.

Recommendation 1

The first task for the system is to assist Governments in developing coherent but flexible policy frameworks for operationalizing the policy recommendations and goals of global conferences at the country level taking into account the needs and priorities of individual countries. Likewise, appropriate regional perspectives will also need to be incorporated into the overall policy framework for the implementation of conference goals.

6. The country studies and reviews undertaken by the task forces have demonstrated a large degree of consensus at and consistency in the prerequisites for a sound policy framework. At the same time, the conclusions of the task forces, as well as complementary efforts in the follow-up to Habitat II and the World Food Summit, have suggested that the diversity of perspectives and approaches on the specific composition and sequencing of policies, which stems in part from the different mandates and competencies of the agencies, is both legitimate and desirable and should be preserved. This diversity reflects complementarities among agencies, and stimulates national debate and dialogue and the involvement of other actors in development.

Recommendation 2

Such a policy dialogue should be pursued with national authorities through the resident coordinator system and, where appropriate, in collaboration with the Bretton Woods institutions with a view to developing a policy framework building on conference goals, taking into account the priorities and needs of each country.

7. United Nations organizations and bodies need to make use of best practices identified by the task forces and those emerging from other United Nations system activities for country-level implementation of the conference goals. It is important to ensure coherence and integration between the macro-economic and social policy framework and other cross-cutting policy dimensions, such as gender, children, human rights and environment, as well as the outcomes of recent conferences, such as the World Food Summit and Habitat II. However, the operationalization of the objective of ensuring coherence and integration remains difficult to achieve, since the technical knowledge base for translating policy/normative thinking into operations is not fully in place.

Recommendation 3

Practical ways need to be devised to ensure that these best practices are made known and used in supporting Governments, including through the resident coordinator system, in implementation of the outcomes of global conferences. In this context, efforts should be made also to develop training modules for effective application of those outputs, review their application process, and update them, making use, as appropriate, of the work of the evaluation units of different agencies. The United Nations staff college has an important role to play in this process.

Recommendation 4

Guided by national policy frameworks, the United Nations system should work collaboratively to assist in the development of national strategies for the implementation of the outcomes of United Nations conferences. In this regard, existing instruments, such as the country strategy note, where appropriate, should be fully utilized. The outcomes of the work of the task forces should be taken into account by IACSD in the ongoing work on sustainable development strategies.

II. STREAMLINING OF NATIONAL REPORTING

8. A concern of Governments over the past years - which the task forces did not address specifically - has been multiple and sometimes duplicative requests of United Nations organizations and bodies for national reports. It must be recognized, however, that reporting has an advocacy function, in building awareness on specific conference goals and keeping government commitment in the public eye. Furthermore, a distinction must be made between reporting mandated by treaty instruments and voluntary reporting on conferences. Therefore, while it may not be appropriate to aim at a unified report, the United Nations system should make a concerted effort to coordinate and streamline its requests for national reporting.

Recommendation 5

The United Nations system should share information provided through national reports and make it available electronically. In this respect, United Nations organizations and bodies are invited to participate in the exercise led by IACSD for streamlining requests for national reporting in the broad area of sustainable development, and to share information through the United Nations system-wide World Wide Web site on the national implementation of Agenda 21.

Recommendation 6

United Nations country teams should, upon request, assist Governments in the preparation of national reports on conference implementation. Assistance should aim to ensure the involvement of civil society, rationalize reporting around cross-cutting themes and promote circulation of national information, including through information technology, to avoid

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duplication. It should also ensure that reports are focused, adopt an integrated approach and reflect actions as well as their impact.

III. STATISTICS AND INDICATORS

9. The work of the three task forces pointed clearly to the need for greater complementarity in the United Nations system data collection, and greater commonality in indicators used by the system.

Recommendation 7

The Subcommittee on Statistical Activities is invited to continue to give consideration to the request of the Task Force on the Enabling Environment that the United Nations Statistical Division develop an inventory of indicators produced by the United Nations system. As the Subcommittee suggested, the United Nations Statistical Division should investigate how the existing inventory of statistical data-collection activities might be used to meet the perceived needs for the proposed new inventory.

Recommendation 8

Greater consistency should be ensured between global indicators for monitoring progress and indicators for the United Nations system country-specific programming, such as common country assessments.

Recommendation 9

As the responsibility for monitoring progress in conference implementation lies with the Government, the United Nations system should enhance efforts to build national capacity for data collection and analysis. The use of the Minimal National Social Data Set (MNSDS) should be promoted as a first step in building a coherent set of indicators for monitoring progress at the country level. Since MNSDS is a minimum list of indicators that needs to be adapted to meet national needs and circumstances, the ACC Subcommittee on Statistical Activities could prepare guidelines on its implementation.

IV. OTHER AREAS FOR ACTION

A. Civil society

10. The momentum of involving civil society in implementation and follow-up processes at all levels should be maintained and accelerated.

Recommendation 10

At the country level, the thematic groups should seek to involve relevant partners in civil society. Task managers could make greater use of informal consultative processes to involve civil society in the

preparation of reports for intergovernmental bodies. The resident coordinator system should facilitate the participation of civil society and to enhance its capacity in contributing to the development of United Nations programmes.

Recommendation 11

The role of civil society should be reflected in developing modalities for implementing the outputs produced by the task forces or in reviewing and updating them.

B. Use of information technology

11. The United Nations system should capitalize on information technology to effectively reduce documentation, facilitate the timely transmission of information and improve transparency.

Recommendation 12

Ongoing efforts of United Nations organizations and bodies in utilizing information technology for the collection and wide dissemination of information and statistics related to the outcomes of conferences should be built upon by adopting system-wide approaches through such existing mechanisms as the Information Systems Coordinating Committee and the International Computing Centre. At the country level, the United Nations system should, upon request, support Government efforts to build their capacity in this area.

C. Identification of cross-cutting themes

12. Identifying cross-cutting themes relevant to country priorities and needs is useful for developing coordinated responses and reporting by United Nations funds and programmes, the Bretton Woods institutions and other specialized agencies and bodies.

Recommendation 13

In this respect, CCPOQ should update the identification of cross-cutting themes of international United Nations conferences. Notably, the main goals and approaches of recent conferences in selected sectoral areas could be analysed.

V. INSTITUTIONAL ARRANGEMENTS FOR FOLLOW-UP

A. Country and regional level

Recommendation 14

The first task is to promote awareness and use of the outputs of the ACC task forces, through the resident coordinator system and thematic groups. Other networks with task managers, as required at the country level, should also be utilized in this respect. Feedback on the use of those outputs, as well as those developed for individual conferences, should be obtained through the resident coordinator system in order to contribute to the future review and update of those outputs by ACC mechanisms.

Recommendation 15

Practical modalities for wide dissemination of the outputs of the task forces should be utilized, including (a) organizing interregional, regional and subregional seminars and workshops (one interregional seminar during the substantive session of 1998 of the Economic and Social Council); (b) translating and publishing syntheses of the outcomes of country reviews, highlighting best practices; (c) making information available electronically, where appropriate; (d) incorporating those outputs into training modules of the United Nations Staff College, as well as in the training programmes of individual organizations of the system.

Recommendation 16

The Turin workshop should review the guidelines and outputs emanating from the task forces and other ACC machinery, and should develop a coherent set of directives for their use at the field level. It should review experience at the field level and identify ways in which best practices may be tested/replicated. This exercise should fully utilize the technical expertise of the United Nations Staff College to develop cost-effective and practical outputs.

B. Inter-agency arrangements

13. Building on the experience of the task forces and their recommendations for coordination, the suggestions set out below can be made for continued system-wide coordination upon the expiration of their mandate.

Recommendation 17

A network approach: with the completion of the work of the task forces, organizations of the system should continue to cooperate and collaborate on cross-cutting themes of conferences, through flexible networking and cooperative arrangements building upon the task forces' experience. Such arrangements do not require separate formal structures

but should make use of task manager systems and continuous contacts among organizations.

14. There should be a clear sharing of tasks within ACC subsidiary machinery in guiding these interorganizational processes:

Recommendation 18

CCPOQ should guide the coordinated approach to the follow-up to conferences at the country, regional and global levels, it being understood that the follow-up to each conference will continue to be pursued by the relevant inter-agency bodies. It should do so in collaboration with and building on information provided by other ACC committees (in particular IACSD, the Inter-Agency Committee on Women and Gender Equality (IACWGE), the Subcommittee on Statistical Activities), inter-agency bodies and networks, and the reports of resident coordinators. IACSD, IACWGE and other committees of ACC should draw the attention of CCPOQ to areas of specific relevance for coordinated follow-up to conferences.

15. Overall, the reporting to ACC through CCPOQ should enable continued monitoring of United Nations system activities for conference implementation and of the use of the outputs of the task forces.

Recommendation 19

The Chairman of the United Nations Development Group will provide information to ACC, its standing machinery, including CCPOQ, and the Economic and Social Council on follow-up activities at the country level, including activities of thematic groups and networks within the resident coordinators system, supported by the global networks.

Recommendation 20

The Secretary-General, in reporting to the Economic and Social Council and other intergovernmental bodies on overall follow-up activities on cross-cutting issues, will use the reports, information and analysis of ACC, its subsidiary machinery - such as CCPOQ, IACSD and IACWGE - and other relevant United Nations mechanisms, as well as reports and information from the country level.

C. Intergovernmental level

16. Reporting by the United Nations system to intergovernmental bodies should be further streamlined, building on modalities suggested for rationalizing national reporting. Existing reporting requirements and arrangements on follow-up to specific conferences by lead organizations should be respected.

17. The examination of cross-cutting themes of conferences by the Economic and Social Council and its efforts to improve the division of labour among functional commissions may help to rationalize reporting.

Recommendation 21

CCPOQ could assist ACC in identifying further cross-cutting themes for review by the Economic and Social Council. Organizations could bring instances of overlapping reporting to the attention of ACC to support efforts to rationalize reporting.

Recommendation 22

Ideally, organizations should prepare a base report on the conference for which they have the main follow-up responsibility that could be used or drawn upon for reporting for other conferences.

Recommendation 23

Secretariats of lead agencies for conference follow-up should ensure that the intergovernmental bodies serviced by them are apprised of reports discussed and decisions adopted in other forums on similar topics, in particular as regards efforts to ensure a coordinated follow-up to conferences. They should also ensure that information provided to them by United Nations organizations and other partners is shared with the secretariats of other intergovernmental bodies.

18. CCPOQ should assist ACC in ensuring that key messages from the inter-agency machinery reach the intergovernmental level in a coherent way.

Recommendation 24

Interactive panel discussions should be organized more systematically between representatives of the inter-agency machinery and the Economic and Social Council and its functional commissions. ACC will remain the main channel for inter-agency interaction with and reporting to the intergovernmental bodies.

Recommendation 25

In addition to central intergovernmental bodies, the policy advice emanating from the inter-agency machinery should be disseminated to other intergovernmental bodies of the system with a view to providing greater policy coherence in the system as a whole.

Annex II

TERMS OF REFERENCE OF THE CCPOQ WORKING GROUP ON THE RESIDENT
COORDINATOR SYSTEM AND RELATED OPERATIONAL ISSUES

1. The Working Group functions under the direct authority and in support of CCPOQ. It shall consider and propose action on matters pertaining to the resident coordinator system and related operational issues referred to it by CCPOQ. Its agenda will be established in consultation with the Chair of CCPOQ and its membership.

2. The Working Group shall provide CCPOQ with an inter-sessional capacity to deal with operational activities issues, particularly in relation to reforms being carried out by the United Nations with system-wide implications. This may include in the first instance, consultations on questions arising from UNDAF, the strengthening of the resident coordinator function, the establishment of common premises and common services (United Nations House), the composition and mix of United Nations system field personnel.

3. The Working Group shall promote coherence and harmonization of policies and procedures within the United Nations system on operational activities, including the role and functioning of the resident coordinator system and related planning, programming, monitoring and evaluation modalities. It shall consider system-wide issues on operational activities on an ongoing basis. It will maintain, as required, contact with other related inter-agency consultative groups, such as the Executive Committee of the United Nations Development Group, the Inter-Agency Standing Committee on Humanitarian Assistance and the Joint Consultative Group on Policy.

4. Participation in the Working Group shall be open to all CCPOQ members. The Working Group shall have access to substantive and technical expertise, including through use of task forces and workshops. A particular effort will be made to consult with the resident coordinator, senior field representatives, national officials and individual experts.

5. Issues to be addressed by the Working Group will be adapted to the changing requirements of the United Nations system. They may include:

(a) ACC guidance for the resident coordinator system, reflecting General Assembly and other intergovernmental policy guidance in all areas pertaining to the strengthening and effective functioning of the resident coordinator system;

(b) Strengthening the resident coordinator function in such areas as the definition of competencies, job descriptions and lines of authority, selection and clearance procedures, performance appraisal modalities, training programmes, and briefing and reporting arrangements;

(c) ACC guidance on programming processes and procedures for coordinated United Nations system action at the field level in such areas as the country strategy note, the United Nations Development Assistance Framework, common country assessment, the programme approach, national execution, monitoring and

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evaluation, field-level committees, thematic groups, and the maintenance and updating of the CCPOQ reference manual on operational activities;

(d) Monitoring and review of the implementation of ACC guidance with a view to continuous adaptation and improvement through the identification of best practices and constraints;

(e) Participating in the preparation of and follow-up to the General Assembly's triennial comprehensive policy review of operational activities for the development of the United Nations system;

(f) Promoting system-wide support to the resident coordinator system by making its normative, analytical and research capacity available to the resident coordinators;

(g) Reviewing issues emerging from the annual reports of resident coordinators and senior field colleagues.

6. The Chairperson of the Working Group is designated by CCPOQ on the recommendation of the Working Group. The Working Group shall meet at least twice a year.

7. Reports and recommendations of the Working Group shall be submitted to CCPOQ.

Annex III

AGENDA

1. Adoption of the agenda.
2. Policy and programme coordination issues:
 - (a) Restructuring and revitalization of the United Nations in the economic and social sectors;
 - (b) Coordinated follow-up to major United Nations international conferences and summits;
 - (c) Poverty eradication: field-level coordination;
 - (d) Collaboration with civil society;
 - (e) Responses to and recovery from crisis situations;
 - (f) Report of the ACC Subcommittee on Nutrition.
3. Operational activities for development:
 - (a) Preparation of 1998 triennial comprehensive policy review of operational activities for development of the United Nations system;
 - (b) Role and functioning of the resident coordinator system, including updating of common understandings and guidelines on programming processes;
 - (c) Regional and subregional development cooperation;
 - (d) Operational activities training;
 - (e) Guidelines on technical cooperation among developing countries;
 - (f) Operational activities reference manual.
4. CCPOQ administrative issues:
 - (a) Report of CCPOQ Secretary;
 - (b) Nomination of CCPOQ Secretary;
 - (c) Future programme of work.
5. Other matters:
 - (a) JIU report on strengthening of field representation of the United Nations system (JIU/REP/97/1);

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- (b) Report of the Twelfth Meeting of Senior Fellowship Officers of the United Nations system;
- (c) Any other business.

Annex IV

LIST OF PARTICIPANTS

Chairperson: Mary CHINERY-HESSE (International Labour Organization)

Secretary: Derrick DEANE (United Nations Office at Geneva)

Technical Secretary: Susan TOH (United Nations Office at Geneva)

United Nations, its entities and programmes

United Nations

Department of Economic and Social Affairs

Nitin Desai
Sarbuland Khan
Alfred Haemmerli
David Stillman
Igor Volkov
Roger Maconick
Massimo D'Angelo

Department of Political Affairs

Michael Moller

Department of Humanitarian Affairs

Kaz Kuroda

Department of Peacekeeping Operations

Henry Breed

United Nations Centre for Human Settlements

Mark Hildebrand

Economic Commission for Europe

Dunja Pastizzi-Ferencic

Regional Commissions, New York Office

Kazi Afzalur Rahman

United Nations Staff College

Hans Geiser
Anne Forrester

United Nations Non-Governmental Liaison Service

Tony Hill

United Nations Conference on Trade
and Development

John Burley

United Nations Environment Programme

Garth Edward

United Nations Development Programme

J. Gustave Speth
Nikhil Chandavarkar
Thierry Lemaquesquier
Frank O'Donnell
Denis Benn
Evelyn Wilkens
Colleen Duggan

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Office of United Nations System Support and Services	Alan Doss Niky Fabiancic Kunio Waki Miki Takihana
United Nations Volunteers programme	Robert Leigh
United Nations Population Fund	Mitra Vasisht Mari Simonen Catherine Pierce Jaya Dayal
United Nations Children's Fund	Ado Vaher Nora Galer Katherina Borchardt
World Food Programme	Lucia Echeopar Mona Hammam Masood Hyder
United Nations International Drug Control Programme	Gale Day
Office of the United Nations High Commissioner for Refugees	Stefan Berglund
United Nations Relief and Works Agency for Palestine Refugees in the Near East	William Lee
Joint and Co-sponsored United Nations Programme on HIV/AIDS	Somar Wijayadasa
<u>Specialized agencies and International Atomic Energy Agency</u>	
International Labour Organization	Daniel Duysens Jan Sorensen Georges Minet
Food and Agriculture Organization of the United Nations	Eckhard Hein
United Nations Educational, Scientific and Cultural Organization	Baudouin Duvieusart Anita Amorim
World Health Organization	Ferdinand Littaua
World Bank	Judy Grayson
International Monetary Fund	Harriet Shugarman
International Telecommunication Union	Joseph Elotu
International Maritime Organization	A. R. N. Macauley

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International Fund for Agricultural Development

Vera Weill-Halle

United Nations Industrial Development
Organization

Wilfried Luetkenhorst
