



# Administrative Committee on Coordination

14 May 1998

English only

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## Report of the Consultative Committee on Programme and Operational Questions on its twelfth session (Geneva, 2-6 March 1998)

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## **I. Introduction**

1. The Consultative Committee on Programme and Operational Questions (CCPOQ) held its twelfth session at the United Nations Office at Geneva from 2 to 6 March 1998. The agenda for the session is contained in annex IV below, the list of participants is contained in annex V below.

## **II. Matters for consideration by the Administrative Committee on Coordination**

### **A. Responses to and recovery from crisis situations**

2. ACC's attention is drawn to the conclusions of the Committee's discussions contained in paragraphs 24-34 below.

### **B. ACC note to the resident coordinator system on field level follow-up to global conferences**

3. CCPOQ approved, on behalf of ACC, a guidance note (see annex I) for transmission by the UNDP Administrator to resident coordinators and by the executive heads of individual agencies to their field representatives.

### **C. Poverty eradication**

4. ACC's attention is drawn to the conclusions of the Committee's debate contained in paragraphs 45-49 below.

### **D. Draft ACC statement to the special session of the General Assembly on the fight against the illicit production, sale, demand, traffic and distribution of narcotic drugs and psychotropic substances and related activities**

5. CCPOQ approved a statement on behalf of ACC (see annex II) for transmission to the special session of the General Assembly (New York, 8-10 June 1998).

## **E. Nomination of CCPOQ Chairperson**

6. CCPOQ is pleased to recommend to ACC the extension of Mrs. Mary Chinery-Hesse (ILO) as CCPOQ Chairperson for the period from June through 31 October 1998.

## **F. Proposed agenda, date and venue for the next session of the Committee**

7. CCPOQ recommends to ACC that its next regular session be held in New York from 21 to 25 September 1998, with the following provisional agenda:

1. Policy and programme coordination issues:
  - (a) Coordinated follow-up to global conferences and summits;
  - (b) Poverty eradication: field-level coordination;
  - (c) Responses to and recovery from crisis situations;
  - (d) Progress reports: ACC subcommittees (on nutrition, statistical activities, demographic estimates and projections and drug control).
2. Operational activities for development:
  - (a) Regional and subregional development cooperation;
  - (b) Discussions arising from Council deliberations on the 1998 triennial comprehensive policy review;
  - (c) Operational collaboration with civil society;
  - (d) Role and functioning of the resident coordinator system;
  - (e) Progress reports: 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.

### III. Work of CCPOQ

#### A. Action taken and decisions adopted

##### 1. ACC Subcommittees

##### (a) Subcommittee on Statistical Activities and Subcommittee on Drug Abuse Control

8. The Committee endorsed the designation of office-bearers, as well as the dates, venues and agendas, of the following ACC subcommittees:

##### *Subcommittee on Statistical Activities*

Chairman: Mr. G. Jones (United Nations Children's Fund (UNICEF))

Secretary: Mr. R. Roberts (United Nations)

Term of office: Two years, effective from the opening of the thirty-second session in June 1998

Thirty-second session: New York, 8-10 June 1998

##### *Subcommittee on Drug Abuse Control*

Secretary: Ms. Susan Mlango (United Nations International Drug Control Programme (UNDCP))

Term of office: Two-year period 1998-1999

Sixth session: Rome, 14-16 September 1998

9. The Committee endorsed the interim working arrangements for the Subcommittee on Drug Abuse Control, as described in paragraph 53 below, pending a formal appointment of its Chairperson.

##### (b) Consultative Committee on Programme and Operational Questions

10. CCPOQ decided to reconvene a resumed session and a meeting of its Working Group on the Resident Coordinator System in New York on April 20 and 21 1998 in order to review:

(a) The draft report of the Secretary-General on the triennial comprehensive review of operational activities for development of the United Nations;

(b) Progress on the revision of the ACC/CCPOQ guidelines on programming processes.

The report of the resumed session is contained in annex VI below.

#### 2. ACC programme classification

11. The Committee took note of the final text of the revised ACC programme classification and the background technical note, for application as of the 1998-1999 biennium (see annex III).

#### B. Summary of discussions

12. In her introductory remarks, the Chairperson emphasized the potential contribution of the Committee to ongoing reforms, in fostering system-wide ownership of initiatives, as well as in promoting collaborative approaches, such as in the follow-up to the global conferences. In this connection, she had been invited to participate in her capacity as CCPOQ Chairperson in the panel discussions to be convened on this subject during the 1998 special session of the Economic and Social Council. Emphasizing the scope for streamlining of the Committee's working arrangements, she noted the need to evaluate the use of task manager approach, seek a better integration of the normative and research capacity of the United Nations system with the operational aspects of the Committee's work, and achieve a better balance between processes and substantive work. The Committee was urged to bring those issues to bear in its discussion, particularly on the review of the functioning of the resident coordinator system and the future programme of work.

##### 1. Programme coordination issues

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

13. The Committee held a video conference with the Under-Secretary-General for Economic and Social Affairs on United Nations reform. Highlighting some of the main areas of the reforms, he noted the establishment of the Department of Economic and Social Affairs, the creation of a new post of Assistant Secretary-General for Inter-Agency Affairs within the Department, and the creation of an Executive Committee (EXCOM) structure for decision-making in the areas of political, humanitarian, economic and social affairs and operational activities. A working group had been convened to address the issue of rationalizing the intergovernmental structure. On the proposal to convene a millennium assembly, he noted that a decision from the General Assembly was still pending.

14. He pointed out that the Inter-Agency Committee on Sustainable Development (IACSD) was the appropriate mechanism for collaboration on substantive issues related to Agenda 21; other programmatic and operational issues fell

within the ambit of CCPOQ. On the issue of mechanisms for ensuring the input of agencies on special topics, he stressed that the EXCOM structure was not a substitute for normal processes of inter-agency consultation and collaboration.

15. Regarding collaboration between the intergovernmental and inter-agency machinery, he noted that this was ongoing, as evidenced in the dialogue of the Chairs of the three ACC task forces on conference follow-up with Member States, both in the Council and in the Commission on Social Development. On the issue of instruments for strengthening inter-agency collaboration, he said that priority should be given to the more effective use of networks for information-sharing among ACC members.

16. As for the delineation of roles between OC and CCPOQ, he noted that the former was an agenda management committee for ACC, while the latter dealt with substantive programme and operational questions. On lessons to be learnt from inter-agency collaboration mechanisms, he said that mechanisms such as IACSD could benefit from the CCPOQ experience of translating policy issues into operational activities. He stressed that inter-agency collaboration was not an end in itself but should result in value added. A main intention in ongoing reforms was to allow ACC to take a more proactive role in driving policies. The importance of improved exchanges and ready access to information among United Nations system organizations were also emphasized.

17. Concerning the question of relations with civil society, he said that there was now much support from member states for the United Nations system to cooperate in its mandated areas. On United Nations relations with the Bretton Woods institutions, he highlighted the challenge in the areas of collaboration in policy development and research.

18. The Committee was pleased with its initial experiment with video conferencing. It agreed to make this a regular feature of its sessions and to explore further opportunities to use this mechanism for interactive issue oriented debates. To ensure more effective use of this technology, the committee decided that it would, in future, prepare questions ahead of time and use a moderator to manage the exchange with the resource person.

19. During the continuing consideration of this agenda item, the representative from the United Nations Development Group Office (DGO) noted that in the area of development cooperation, the reforms, endorsed by and large by the General Assembly, had centred on the objective of providing a coherent and cost-effective framework for United Nations system response to country priorities. Since its inception, UNDG membership had been enlarged to include UNCTAD and the regional commissions, with participation of the

United Nations High Commissioner for Human Rights in all four EXCOMs, given the cross-cutting nature of its work. In this connection, UNDG had convened a working group to explore ways of operationalizing the note on the "right to development" elaborated by UNHCHR.

20. UNDP provided the core funding for DGO, which had been reinforced by secondments at a senior level from UNICEF, UNFPA and prospectively from WFP, UNAIDS and UNIDO. He welcomed the participation of specialized agencies, possibly through the co-financing of a post in DGO. He noted that the Chair of UNDG and its EXCOM had stressed the importance of close interaction with CCPOQ in addressing issues with system wide implications, particularly those related to the resident coordinator system. DGO's approach to work was collegial, collaborative and transparent; its role was primarily that of a facilitator/task manager. Care was taken to harness the substantive capacities of the United Nations system. The JCGP subgroups had been converted into UNDG subgroups and their activities had been streamlined, to support the UNDG's work in different areas. Participation by some 14 agencies, possibly including UNHCR, in the work of the subgroups was another step towards enlarging ownership of the initiatives.

21. On UNDG's work programme, in-depth discussion on the aspects pertaining to the functioning of the resident coordinator system had occurred at the meeting of the CCPOQ working group (26 and 27 February 1998), and was documented in its report (ACC/POQ/1998/CRP.8/Add.1). On UNDAF, he noted that it would be piloted in 19 countries. A workshop was planned for July 1998 to draft the terms of reference for the evaluation of the pilot experiences scheduled to take place in September 1998.

22. In the ensuing discussions, a request was made for an organigram of DGO and a description of mechanisms for interacting both globally and at the field level with non-UNDG organizations. Responding to a query, the representative of the Department of Economic and Social Affairs noted that the main focus of the reforms of the Secretary-General within the United Nations dealt with internal management matters without system-wide implications. The EXCOM is a United Nations executive decision-making body, and should not be seen as a substitute for the ACC machinery.

23. Given the common interest of UNDG with CCPOQ on many issues, the Committee emphasized the need for more regular and timely communication and sharing by UNDG of its reports, the minutes of its meeting as well as its agenda with CCPOQ secretariat/focal points. In this connection, the Committee invited DGO to consider establishing a focal point

to liaise with CCPOQ secretariat. It also agreed that UNDG members participating in CCPOQ would take a proactive role in keeping the Committee apprised of evolving developments within UNDG, including unresolved issues. It proposed that the Chair of the CCPOQ be invited to participate in UNDG meetings.

**(b) Responses to and recovery from crisis situations: strategic framework for Afghanistan**

24. The Committee benefited from a presentation by the representative of the Department of Political Affairs regarding the testing of the strategic framework approach in Afghanistan, the future evolution of the process and the role of CCPOQ and ACC in that regard. It was noted that although the Framework was a work in progress, sufficient development had been achieved to facilitate the formulation of a draft strategy for international assistance to Afghanistan (SIA). The Committee was informed that the draft strategic framework for Afghanistan (SFA), the SIA and an initial draft paper on generic guidelines was to be distributed shortly by the Secretary-General to ACC members. It was also informed that a headquarters colloquium of key United Nations partners was planned to further review and draw lessons from the application of the SFA exercise. The Committee also appreciated receiving an overview of the United Nations Staff College support to the process of elaborating the SFA.

25. In commenting upon the draft SFA (ACC/1998/POQ/CRP.1), the Committee noted that the present iteration reflected many of the observations made by member organizations to earlier drafts, although it also pointed out that deficiencies remained. Although the current document reflected improvements in addressing the matter of gender and human rights, there remained the need to more fully incorporate the conclusions and recommendations of the inter-agency gender mission to Afghanistan, to provide more comprehensive treatment of the drug issue and far greater emphasis on the provision of basic social services.

26. In noting that the SFA included reference to the inter-agency consolidated appeal for Afghanistan, some members expressed the need for flexibility to the utilization of all available funding modalities. The Committee noted that the SFA also addressed the need for specific country-level arrangements to support its implementation and monitor the overall impact of international assistance to Afghanistan. While endorsing the need for institutional arrangements to this end, the Committee cautioned against the creation of new bodies, and stressed the need to promote national ownership of the recovery process.

27. In recognition of the need for a common United Nations position on principles and policies, the Committee stressed the importance of agreement, by all parties, to one voice on those matters. In that regard, attainment required a genuine understanding of differing perspectives which derive from different mandates of partner organizations. It was also recommended that key principles, such as the Secretary-General's decision of 26 June 1997, be annexed to the SFA. The Committee further stressed the desirability of reaching consensus locally on principles and policy matters, and endorsed the procedures described in paragraph 4.3 of document ACC/1998/POQ/CRP.1.

28. The Committee expressed its concern that it had not received a note on the lessons learned in applying the strategic framework process to Afghanistan, and was of the view that its role was primarily to comment on generic aspects rather than on matters which were country-specific. The Committee noted that it was important, nonetheless, to maintain momentum in the application of the strategic framework. It was seen as important to quickly distill the initial lessons learned to date and to apply these lessons, at the earliest opportunity, to an additional country which would benefit from the experience.

29. It was noted that, while contributing to coherence in the United Nations system's peace-building efforts in crisis countries, the concept of the strategic framework had evolved from its original purpose of providing a framework for response to and recovery from crisis. It aimed to reduce existing disconnects in approach between relief and development, between field and headquarters and between the United Nations system and its partners, and thereby to guide the formulation of the assistance strategy. Although the original concept of the strategic framework proposed that it inform and be informed by the political strategy, the strategic framework for Afghanistan had extended the concept so that it now embraced both the political and assistance strategies. At the same time, the Committee agreed that there was a need for an overall peace-building approach which would encourage dialogue and maximize complementarity between the political and assistance strategies.

30. Drawing from the Afghanistan experience, the Committee noted the need for adequate consultation with all United Nations partners to ensure full "buy-in". The Committee further noted a number of areas which remained unclear and which pertained to the generic aspects of the strategic framework both as a process and as a product. Concern was expressed on such matters as: (a) the various usages of the term "strategic framework" and the situations in which it would be appropriate to apply the process; (b) the balance between the field and headquarters driven aspect of

the process in order to ensure unity of policy and operational focus; (c) the need to ensure that the process not only pertained to the United Nations system but also fully involved the non-governmental organizations, bilateral and multilateral partners and nationals; (d) the need to ensure that ACC members remained informed including with regard to the substantive coverage of the strategic framework; (e) the need to ensure the non-conditionality of humanitarian assistance so that it would not be subject to political imperatives, potentially violating the principle of neutrality of humanitarian programmes or endangering humanitarian personnel.

31. The Committee noted the proposal by the Department of Political Affairs that a small dedicated group of seconded staff be established at headquarters to provide institutional backstopping and support further application of the strategic framework. Recognizing the need for that function and noting the possibility of alternative approaches, the Committee stressed the importance of working through existing inter-agency bodies and mechanisms. It was also observed that the key to making the international community more effective in countries facing crisis was not simply a matter of generating guidelines but, more importantly, building confidence and bringing together all relevant international and national partners as full participants.

32. The Committee proposed that the next steps in further elaborating the strategic framework include: (a) the establishment of a small, open-ended CCPOQ working group to distill lessons learned and prepare generic guidelines, (b) the convening of a headquarters-level colloquium open to all participating and concerned organizations to further review and draw lessons from the SFA, and (c) further testing of the approach in a second crisis country, taking into account experience already gained.

33. The Committee proposed that the generic guidelines for the strategic framework address the following topics: (a) purpose; (b) situations appropriate for its application; (c) scope, in terms of the relationship between the political and international assistance strategies; (d) relationship to existing United Nations system programming instruments, such as the UNDAF, and international consultative mechanisms addressing development needs; (e) nature, as both a consultative process (phases and milestones) and normative content (constituent parts); (f) range, in terms of the relationship between the framework itself and the strategy for international assistance; (g) inclusivity, in terms of partnerships at the international level and with nationals; and (h) institutional support arrangements.

34. The Committee agreed that it would review the lessons learned and the resulting generic guidelines at its forthcoming session.

#### **(c) Coordinated follow-up to global conferences and summits**

35. In the context of its role as a standing committee of ACC, assigned with a principle responsibility for facilitating a coordinated follow-up to the global conferences, in close interaction with IACSD and other relevant bodies, CCPOQ deliberated on this item on the basis of three documents: ACC/1998/POQ/CRP.2 and Add.1 and 2. With regard to further follow-up actions, the ensuing discussions highlighted the importance of bringing the substantive work of the ACC task forces and other follow-up mechanisms, to bear on operational activities and in that connection the need to develop a package of harmonized procedures and an oversight framework to underpin coordinated field-level follow-up.

36. The United Nations representative indicated that in addition to the above-mentioned monitoring mechanism, the Committee should also take into account the extensive national reporting and other monitoring avenues in tracking implementation of these conferences.

37. The DGO representative noted that his office had been mandated to provide feedback to ACC and the Council on follow-up activities through the resident coordinator system. Through the vehicle of the annual report of the resident coordinator, information would be collected on best practices in a database along regional and thematic lines. The UNDG EXCOM had recently agreed to the principle that poverty eradication would be achieved through the implementation of the follow-up to global conferences, using UNDAF as an instrument.

38. Reviewing the draft ACC note (ACC/1998/CRP.2/Add.1), Committee members noted that the role of recipient country Governments had to be emphasized in the introduction. The core of the document reflected follow-up action at the country level (as distinct from follow-up actions required by the international community and the United Nations Secretariat) and this should also be made explicit. Resort to networking arrangements (para. 18), such as the FAO network on rural development and food security, was an effective way for follow-up and of building on the substantive momentum of the work of the task forces.

39. With regard to specific comments, paragraph 22 should delineate between the roles of different elements of civil society. The language of the text should be more proactive rather than tentative and provide more general guidance.



Paragraphs 26 through 28 should be updated to reflect new developments. Reference in that text to “joint programming” should be replaced by the term “a common framework for United Nations system programmes”. Suggestions were made for a more detailed elaboration of key action in the area of gender, human rights, poverty eradication and environment. In order to avoid overburdening the resident coordinator system with excessive documentation, an attempt should be made to provide a set of consistent, compact, well-packaged and action-oriented guidelines to be sent out to resident coordinators with a covering letter by Mr. Speth.

40. Through its field coordination workshops, UNSC was well placed to reinforce the dissemination of best practices, and policy dialogue to sustain advocacy in support of the goals of the conferences as well as assist in identifying the best entry points for the resident coordinator system. Towards this end, UNSC would be organizing country and subregional workshops and urged agencies to earmark funds for their participation.

41. The United Nations representative, in introducing the outline of the report of the Secretary-General to the special session of the Council, stressed that the report was tailored to meet the requirements of the Council, and thus stressed coordination issues and progress in this regard. The suggestion was made that the report should highlight new approaches to development as a consequence of the conferences including the new role for Government, a holistic view of development, emphasis on market intervention, the role of the conferences in fostering closer cooperation between the United Nations and Bretton Woods institutions and partnerships with non-state actors. It would also need to build on the substantive lessons gleaned from the experience of the task forces and other follow-up mechanisms. Another area to be addressed were the challenges faced by the United Nations system in balancing concerns by Member States to integrate commitments in the continuum of conferences with the need for diversity in country and agency responses taking into account the specificities of country situations and agency comparative advantage. In this connection, the task force experience had been instructive in shedding light on how collaborative approaches were used to capitalize on such diversity. Care should be taken to ensure the linkage between the governance responsibilities of agencies and that of the Council in conference follow-up.

42. The Committee took note with appreciation of the report of the inter-agency workshop on field level follow-up to global conferences (Turin, 10-12 December 1997). It agreed to maintain the subject of conference follow-up as a standing item on its agenda.

#### **(d) Poverty eradication**

43. In introducing the item, the representative of UNDP noted that the report (ACC/1998/POQ/CRP.3), before the Committee was prepared at the request of the Secretary-General by UNDP, in consultation with the World Bank and UNDG. The document built on the work carried out by the CCPOQ working group convened in 1995 to elaborate anti-poverty strategies, and indicated best practices of the United Nations system in poverty alleviation. A rights-based approach to development was one of the basic premises of the framework which was platformed on the goals and objectives emanating from the global conferences. Operational actions contained in the matrix balanced provision of basic social services with production oriented interventions.

44. The Committee was also informed of a joint United Nations/UNDP/World Bank initiative in drafting a note on general principles concerning poverty eradication for consideration by ACC at its Spring 1998 session.

45. In reviewing the matrix, the Committee offered a number of revisions: point 2 on external measures should include the commodity sector among its core elements as commodity dependence was a structural cause of poverty in many poorer countries. The reference to “poor countries” should be deleted since there was no legislative basis for this category of countries. Additional items in the core elements should feature: water resources and information poverty (point 3), families in general (point 4), micro credit (instead of rural credit to take fully into consideration rural and urban poverty) and electronic commerce development (point 5) and, HIV/AIDS education (point 6). Among the areas of collaboration, point 4 should include health promotion in schools and enterprises, and HIV/AIDS prevention and care. The Committee agreed on the need for more in-depth discussion on operationalizing the ten action areas of the matrix. It endorsed and agreed to transmit the matrix on “Freedom from poverty” to ACC subject to the amendments made during the meeting.

46. With regard to more general observations, some participants were in favour of the holistic and concerted approach in attacking poverty; others argued in favour of elaborating more realistic and limited goals and for more streamlined, selective interventions concentrating for example on priority areas such as macroeconomic policy framework, job and income creation, and the building of alliances for poverty reduction among the State, donors, and civil society including the private sector. Given limited resources, the need for well targeted interventions focusing on the poorest countries was thought to be important as was the advocacy role of the United Nations system in this regard.

47. Turning to the next steps, the Committee noted the desirability to establish and pilot a methodology for implementing a poverty eradication strategy in a selective number of countries. In this connection, a recent United Nations Staff College workshop on poverty had provided some conceptual underpinnings for a methodological framework, and the UNSC representative expressed the wish of her institution to be closely involved in efforts in this area.

48. The Committee agreed that the freedom from poverty approach provided a useful and detailed reference for poverty interventions. It endorsed the approach and pointed to the need for a pragmatic, user friendly operational handbook for country application and reference. Actions should stress working within existing mechanisms and frameworks, taking full account of the range of ongoing efforts at poverty eradication. The Committee reaffirmed the need to continue ongoing efforts to translate the poverty-related commitments of the international conferences into concrete activities at the country level. Attention was drawn to the inter-agency project on universal access to basic communications and information services, approved by ACC in 1997, which provided a useful indication of pilot projects aimed at poverty alleviation.

49. The Committee considered the accompanying report on poverty (ACC/POQ/1998/CRP.4) and agreed that further work was required prior to making any firm recommendations and stressed the need for a consistent and complementary approach, taking into account the documents before CCPOQ as well as the above-mentioned joint initiative and the outcome of the spring 1998 ACC discussion on poverty eradication.

#### **(e) Drug abuse control**

50. Introducing the report of the Subcommittee's fifth session, the representative of UNDCP briefed the Committee on the preparations for the forthcoming General Assembly special session on drugs (June 1998). A draft joint ACC statement (ACC/1998/POQ/CRP.5/Add.1), prepared on the basis of system-wide consultation for this event, was before the Committee for approval on ACC's behalf. The joint statement addressed the cross-sectoral linkages between drugs, poverty eradication, the gender dimension, international organized crime and corruption, as well as peace-building in conflict and post-conflict situations. Panel discussions were planned during the special session of the General Assembly on three main themes, i.e., drugs and productivity (led by ILO); drugs and HIV/AIDS (led by UNAIDS, in cooperation with WHO); and drug abuse in relation to children and youths (led by UNICEF).

51. In their comments on the ACC joint statement, Committee members expressed their appreciation for its holistic approach in addressing key issues but felt that the draft would benefit from further elaboration of (a) the issue of money laundering; (b) analysis of the significant economic impact on development and its implications for resource allocation and socio-economic interventions; and (c) alternative development issues.

52. To ensure policy consistency, the Committee emphasized the importance of linkages between the work of the Subcommittee and other bodies, including CCPOQ, particularly in such areas as the elaboration of guidance on drug issues for the resident coordinator system, and its translation into programming tools including the UNDAF, the country strategy note and the common country assessment.

53. The Committee was also informed that Mr. Gale Day, nominated as the chair of the Subcommittee, could no longer serve due to his transfer to other duties. The Committee endorsed Mr. Day's suggestion that, in the interim, Ms. Sumru Noyan act on his behalf, pending formal appointment of the new Chairperson.

54. The Committee took note of the report of the Subcommittee on its fifth session (Vienna, 29 September - 1 October 1997) and the dates and venue of its sixth session (Rome, 14-16 September 1998). It approved the statement as amended during the meeting on behalf of ACC.

#### **(f) Report of ACC Subcommittee on Statistical Activities**

55. The representative of the World Trade Organization (WTO) and member of the Bureau of the Subcommittee briefed the Committee on the main substantive areas of its work, i.e., the ongoing work on the Minimum National Social Data Set, poverty statistics, the proposed core set of indicators for UNDAF, the constitution of six task forces to rationalize statistical work in different sectoral areas. The Committee was advised of changes in the Bureau and in the dates and venue of its thirty-second session, which would now be convened on 8 to 10 June 1998 (instead of 16 to 18 June 1998) in New York (instead of Madrid).

56. Replying to various questions, he noted that the Subcommittee had reviewed the request from the United Nations Statistics Division to establish an inventory of all indicators as instructed by the ACC Task Force on an Enabling Environment for Economic and Social Development. Reservations were expressed by some members of the Subcommittee on the usefulness of such an inventory, the definitional aspects, and the resource implications for updating it. On the issue of a population

census, he replied that the Working Group on Statistical Programmes and Coordination would be writing to the Secretary-General to emphasize the importance of conducting the census.

57. The Committee took note of the report of the Subcommittee on its thirty-first session (Geneva, 16-18 September 1997), as well as the new dates and venue of its thirty-second session.

**(g) ACC programme classification**

58. In reporting on the completion of the revision exercise, which had been finalized under the authority of the Chairperson, the former Secretary of CCPOQ recalled some of the difficulties encountered in the process. The historical rationale of the classification and its utilization had not always been clearly understood while the dominance of individual thematic concerns had occasionally hampered attempts to achieve structural balance. He accordingly recommended that CCPOQ should maintain its technical working group to monitor the application of the revised classification and to deal with a number of outstanding issues. He also urged for the resumption of the publication of the ACC biennial report on programmes and resources, which had been suspended in 1995. Commenting on the latter issue, one speaker noted that the reasons for the discontinuation of the report and its usefulness and audience had to be clearly understood to buttress any recommendations on its resumption.

59. The Committee took note of the revised classification. It agreed to its application as of the 1998-1999 biennium. The Committee agreed to relabel subsector 137 as "Child and adolescent health", and endorsed the draft background technical note (see annex III).

60. It decided to maintain the technical working group, which was entrusted with the task of (a) defining sub-sector categories; (b) developing a tracer system to map out cross-cutting themes across a range of sectors; (c) exploring new categories to reflect evolving demands such as the follow-up to conferences; (d) determining the reasons for the discontinuation of the above-mentioned ACC biennial report, as well as its usefulness, audience and justification for resumption of this work; and (e) exploring complementarities of the ACC programme classification with other exercises, such as the OECD classification, the development cooperation report and the ISCC documentary search system. The Committee expressed its appreciation for the services of Mr. R. Kirszbaum (ILO), and welcomed his readiness to continue to chair the working group.

**2. Operational activities for development**

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

61. In his briefing on the status of the preparations for the 1998 review, the representative of the Department of Economic and Social Affairs indicated that completion of the assessment of progress in the implementation of General Assembly resolution 50/120 was envisaged for the end of April. He expected to circulate a draft of the report to the Council before the resumed session of CCPOQ. The Secretary-General's report to the General Assembly would be finalized by the end of July, including recommendations to be reviewed with CCPOQ. With regard to the proposed six/seven subregional consultations, they might take place before the substantive session of 1998 of the Council, time and resources permitting.

62. He noted the significant interest in the review. He urged United Nations agencies which had not done so, to reply expeditiously to the questionnaire. The Committee was briefed on the outline of the review and the issue of resources and funding modalities in the context of the review, details of which had been discussed in the Working Group on the Resident Coordinator and was documented in its report (ACC/POQ/1998/CRP.8/Add.1). A request was made to the United Nations Secretariat to provide an early indication of the broad areas of review recommendations and to circulate a note to agencies clarifying the inputs required for the gender report.

63. The representative of the United Nations briefed the Committee on the preparations of the operational activities segment of the Council for 1998. In this connection, he noted the intention of inviting two country teams of the United Nations system to the session. The current thinking was to invite a large country team such as South Africa and a Latin American country involved in the implementation of reforms at the country level. He also pointed out that at the request of Member States a separate report on gender in development (GID) would be prepared with a focus on institutional arrangements for carrying out GID at the country level and an assessment of capacity-building and resources for GID at the country level. A particular concern of Member States was to ensure follow-up to the coordination segment of the substantive session of 1997 of the Council. The GID item was placed in the operational activities segment in accordance with the Beijing Platform for Action. During the debate on the selection of country teams for the Council's panel discussions during its operational activities segment, suggestions were made to base selection on the principle of

regional rotation and to consider choosing countries in crisis situations as well as countries from the former Soviet Union.

64. The 20 and 21 April resumed session of CCPOQ would provide an opportunity to review progress in this area.

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

65. The Chairman of the Working Group on the Resident Coordinator System presented the report of the working group on its meetings on 26-27 February 1998 and on 22 and 23 January 1998. He noted that the intersessional nature of the working group meetings had provided flexibility in more timely interaction with UNDG on issues of common interest. He stressed the need for reinforcing and institutionalizing such contacts through the CCPOQ secretariat, and through written submissions of DGO on key issues to CCPOQ focal points prior to their meeting. Although the guidelines being considered by the working group could not be completed, he expressed satisfaction with the outputs of the working group and the collegial and positive attitude of its membership.

66. On the functioning of the resident coordinator system, he reported on the considerable progress made in the past year, including implementation of the performance appraisal system. CCPOQ would have the opportunity to review the initial application of the process at its September session. The Committee was briefed on the progress made in the elaboration of guidelines for the resident coordinator system, the country strategy note, national execution, programme approach, monitoring and evaluation, and administrative management and on the issue of common premises, as documented in ACC/POQ/1998/CRP.8/Add.1.

67. The DGO representative briefed the Committee on the establishment of several readers' group for the resident coordinators' annual reports and he invited agencies to participate. On the issue of the United Nations House he noted that approximately 40 countries had satisfied the minimum conditions required for designation as a United Nations House according to the definition recently approved by the Secretary-General, i.e. co-location of the UNDG/EXCOM members, the resident coordinator and WFP, as appropriate, and commitment to the development of a common framework for cost-effective common services. He invited the specialized agencies and the Bretton Woods institutions to join the United Nations House.

68. The representative from the World Bank briefed the Committee on a joint World Bank/United Nations initiative for expanded modalities of cooperation, including joint efforts to identify issues of mutual concern as well as new challenges. Capacity-building, funding technical assistance, establishing

a knowledge network, and exploring interfaces between the UNDAF and the World Bank's country assistance strategy through a pilot effort, had all been undertaken in recent months.

69. The representative from UNIDO briefed the Committee on his organization's decentralization plans under the new management which attached great importance to the functioning of the resident coordinator system and the role of programming instruments, such as UNDAF. He informed the Committee about UNIDO's decision to second a senior staff member to DGO.

70. In the subsequent discussions, several speakers underlined the importance of taking advantage of the review to clarify the relationship between the UNDAF and the country strategy note, as well as the potential for streamlining. It was noted that while UNDP continued as the funder and manager of the resident coordinator system, the effective functioning of the system was contingent on system-wide ownership with implications for CCPOQ's role in ensuring respect for agencies' mandates and responsibilities. The Committee agreed that it should provide at an early date a comprehensive and integrated view of the resident coordinator system and further directives to strengthen its functioning. It welcomed the system's support to DGO through staff secondments as a means of co-opting agency involvement in reforms.

71. The Committee took note with appreciation, of the two reports of the Working Groups (ACC/POQ/CRP.8 and Add.1), subject to the amendments made during the discussion on addendum 1.

**(c) Regional and subregional development cooperation**

72. In presenting the report (ACC/POQ/1998/CRP.10), the Secretary stressed the United Nations system's comparative advantage, the potential for bringing the regional dimension to the fore of development cooperation activities particularly on thematic issues of a transboundary nature, such as environment, HIV/AIDS. Securing agreed definitions on regional and subregional structures was a secondary issue which should not detract from the more productive discussion on how the United Nations system could use its capacity to strengthen intercountry collaboration arrangements.

73. The Committee's debate highlighted the need to take into account evolving regional dimensions in the political (e.g Great Lakes region), thematic and programmatic areas. Scepticism was expressed over the usefulness, time and resource implications of compiling regional inventories of relevant United Nations system programmes. The potential

for making better use of the regional inter-agency coordination mechanisms established by the previous Secretary-General for information exchange and coordination was recognized. It was also emphasized that the review would not focus on institutional issues concerning the regional commissions and its relation with regional and other governmental bodies as this was a subject of a separate report.

74. Strong reservations were expressed on the piloting of the regional strategy note referred to in paragraph 22 (a) pending clarification of the relationship of existing programming tools such as the UNDAF and the country strategy note. The strategy documents of the regional commissions could be used as the framework for regional coordination (as well as thematic or sectoral strategy notes). The representative from UNAIDS expressed the willingness of her organization to associate with the pilot efforts in elaborating thematic notes. Issues raised in paragraph 14 did not pose a problem in practice. It was also emphasized that the definition of subregional activities should distinguish between United Nations system activities vis-à-vis a regional/subregional authority, from intercountry programmes involving two or more countries. Discussions on regional development should focus on the links to national development. The difficulties of preparing a policy document in the absence of data on resource trends devoted for regional development programmes was well appreciated.

75. The Committee agreed to return to this issue at its September session. It requested the Secretary in consultation with the United Nations, regional commissions and other interested parties to elaborate proposals for consideration by the Committee including such elements as a statement on the United Nations system's comparative advantage and examples of good practices.

#### **(d) Operational collaboration with civil society**

76. The representative of the Non-Governmental Liaison Services (NGLS) briefed the Committee on the results of the NGLS/CCPOQ jointly sponsored meeting held on 20 and 21 November 1997, documented in the report ACC/1998/POQ/CRP.7. Commenting on the highlights, he noted the diverse and broad interpretations of operational collaboration at the country and international levels, differential views on the alternatives of using non-governmental organizations/civil society as the reference point for discussions and the importance of translating the results of inter-agency processes into strengthened collaboration with civil society in the field. He noted that the meeting responded directly to ACC's call at its second regular session in 1997 for more intensified information sharing

among agencies on the policies, rules and directives on their contacts with civil society. A particularly enriching and unique aspect of the forum was the involvement of both CCPOQ focal points and United Nations staff with hands on expertise on the subject, a model which might merit wider application in other forums. He drew attention to the follow-up to be conducted by task managers in five different areas, outlined in paragraph 39 of ACC/1998/POQ/CRP.7. NGLS would be reporting back to its governing bodies in July which would review the experience of cooperation with CCPOQ, and would consider the work implications for NGLS arising from future collaboration with CCPOQ.

77. In the ensuing discussion, it was emphasized that inter-agency collaboration on this issue should seek to maximize collective impact and capitalize on synergies while not precluding the need for diversity in individual agency relations. Collaboration with civil service organizations should extend beyond service delivery to include all aspects of policy dialogue. The growing importance of civil society in the United Nations system's work however posed major challenges to the system which was based upon intergovernmental structures and premised on the sovereignty of Member States. In this connection, the United Nations had an important role to play in confidence-building to enhance the national authorities receptiveness in dealing with civil service organizations.

78. The implications for the role of civil service organizations should be brought to bear in organizational reforms e.g in financial rules and procedures and in the development of programming instruments such as the United Nations Development Framework (UNDAF), the country strategy note etc. In that connection, it was stressed that the follow-up work of the task forces, particularly that of the group assigned with updating guidelines for the resident coordinator system on operational collaboration with non-governmental organizations should consult with the CCPOQ working group on the resident coordinator system to assure the compatibility of the guidelines. All task forces should work in contact with the CCPOQ focal points and the relevant ACC/CCPOQ bodies. The long-term institutional implications of some of the follow-up work envisaged by the task forces warranted caution in elaborating recommendations.

79. In the choice of civil service organization partners, care should be taken to focus on non-partisan organizations whose activities were consistent with the goals of the United Nations Charter. The need for early civil service organization involvement in the upstream policy dialogue and in design phase of programmes and projects was also thought to be important. Translating the results of discussions at the inter-

agency and global levels to country action was an imperative as was the commitment and support from executive heads in developing an institutional culture in working with civil service organizations.

80. A number of suggestions were offered for future work i.e., exploring further the role and use of non-governmental organization hybrids, such as national committees and of collaborative experiences in working with civil service organizations as exemplified in UNAIDS, the need to complement work on best practices with case studies on bottlenecks and constraints; the elaboration of best practices should be informed by field experiences in different categories of countries. In this connection the role of the United Nations Staff College (UNSC) in the dissemination of best practices was recognized given its programmes in strengthening capacity levels of the country teams. The UNSC should play a pro-active role in obtaining feedback on best practices from all appropriate sources. This material should be compiled in a module and utilized in UNSC workshops and seminars for field-based agency representatives and their national counterparts.

81. The Committee affirmed that outlining the key principles for operational and programmatic collaboration with civil service organizations rightly fell within its mandate while recognizing that NGLS should continue to play a facilitating role in this process. Capacity constraints however implied a need for the Committee to focus on a selective range of issues and a clear division of labour with other inter-agency forums. For example, the issue of harmonization of financial and administrative procedures in dealing with civil service organizations was clearly within the ambit of CCAQ. Some United Nations administrative and financial rules, practices and procedures impede more effective interaction with civil society. It would be useful for the task force working on developing administrative and financial procedures (Group 5, task manager UNOPS) to identify such constraints for review and onward transmission to CCAQ, by CCPOQ at its September session.

82. The Committee took note of the report (ACC/1998/POQ/CRP.7) with its appreciation and endorsed the follow-up work to be carried out by the task forces as outlined in paragraph 39, subject to the agreement of the NGLS governing bodies and on the understanding that the task forces would be working with CCPOQ focal points and competent bodies. It urged the task forces to complete their work by 30 July 1998 for submission to CCPOQ at its September session for consideration and decision on further action, particularly concerning the operational aspects. As requested by the consultation, NGLS was working with several agencies to produce a draft document on general

principles to underpin operational collaboration with non-governmental organizations. The draft will be circulated as widely as possible, including to CCPOQ focal points for observations and inputs.

### **3. CCPOQ administrative issues**

#### **(a) Role and functioning of ACC and its subsidiary machinery**

83. The Chairman of the Organizational Committee (OC) briefed the Committee on the Secretary-General's vision, as outlined in his letter to executive heads at the end of January 1998, on the proposed reforms in the ACC machinery and broader issues concerning how the United Nations system should interact and function to maximize overall effectiveness. A process of continuous dialogue through teleconferencing among executive heads was envisaged, to enable expeditious definition and consideration of issues as well as policy adaptations in response to rapidly evolving events, arising in part from globalization. More frequent informal consultations would diminish the need for formal ACC meetings to only one annual session. Greater resort to issue management techniques by the ACC subsidiary machinery was also contemplated.

84. An office of inter-agency affairs had been created within the Department of Economic and Social Affairs, it would constitute an integral part of the ACC machinery with staffing support, drawn from United Nations system agencies. Central to the reforms was the development of an information system which would be geared initially to meeting the policy requirements of executive heads, with coverage of programmatic inputs planned for later.

85. With regard to the issue of division of labour within the ACC machinery, he noted that there was a greater delegation to the subsidiary level of the ACC. He confirmed that OC's role was primarily one of agenda management for the ACC, while CCPOQ had been assigned with substantive responsibilities and decision authority on behalf of ACC. CCPOQ's important contribution to agenda setting should not be overlooked. CCPOQ should decide which items and issues it wishes to put up to ACC. With regard to the commonality of issues on the current OC and CCPOQ agenda (e.g. poverty, post-conflict issues), he noted that this was due to scheduling/timing problems dictated by expedience. He stressed that the bodies in the ACC standing machinery would retain their distinct identity and reporting arrangements.

86. Responding to various questions, he emphasized that the proposed reforms envisaged a two-way exchange between the Secretary-General and the executive heads in the first instance and between ACC and its subsidiary machinery in

the second. The aim was to ensure a United Nations system perspective in decision-making on issues of common interest to maximize impact. The Committee emphasized that the consultative role of CCPOQ could not be substituted by United Nations decision-making bodies, including the UNDG EXCOM.

87. The subsequent discussions highlighted CCPOQ's important role in ensuring system-wide endorsement of reform initiatives on issues within its mandate, the need to reinforce coordination at the national, regional and subregional levels and to translate field experience into upstream policy decisions. In the context of reinforcing coordination, the Committee decided that the Secretary of IASC should be invited periodically to brief CCPOQ members on its activities. Concerns were expressed over the need for an inclusive and interactive approach in the use of modern communications technology and to safeguard against the potential for micro management. It was suggested that the implications of using modern communications technology on ways of doing business should be studied to provide advance insights to forestall potential problems.

88. On behalf of the Committee, the Chairperson congratulated Mr. Civili on his appointment as Assistant Secretary-General for Inter-Agency Affairs.

#### **(b) Report of CCPOQ Secretary**

89. In presenting his report, the Secretary referred to the synergies created from co-location with the CCAQ secretariat, and a forthcoming project to create a joint website to serve as a repository for CCPOQ/CCAQ documents. He explored with the Committee a proposal to prepare an annual report under the responsibility of the chair, to document main areas of achievement in the Committee's work such as on poverty, conference follow-up and the strategic framework for countries in crisis. The committee endorsed the proposal and suggested that the report should be made available electronically.

#### **(c) Nomination of CCPOQ Chairperson**

90. In introducing the subject, the Chairperson referred to a letter from Dr. Nafis Sadik, conveying her appreciation for the Committee's work – particularly in the area of follow-up to conferences – under the able and dedicated leadership of the Chairperson. The Committee was unanimously in favour of extending the tenure of Mrs. Chinery-Hesse subject to her availability. While expressing her appreciation for their vote of confidence and for the fruitful, productive and cooperative spirit and commitment of the Committee to its work, she

regretted that personal constraints prevented her from serving beyond October 1998.

91. The Committee mandated the chairperson to carry out consultations to identify her replacement bearing in mind a number of considerations i.e., ACC rules concerning the rotation of the Chair, recognizing the need for flexibility and that the rotation principle had to be applied vis-à-vis specialized agencies and United Nations entities; the importance of harnessing United Nations system ownership for reforms and the consequent implications for establishing links between the Committee and the UNDG; extensive knowledge of the United Nations system, including substantial field and/or headquarters experience in operational activities; the nominee must come from a full ACC member organization; interest and willingness to devote time to the Committee's work; an attempt should be made to choose a candidate at the Under-Secretary-General level; sensitivity to the interest of small technical agencies and personal attributes including leadership, commitment, team-building spirit and patience, a positive attitude, a good sense of humour and willingness to work in a collegial setting.

92. The Committee unanimously agreed to extend the tenure of Mrs. Mary Chinery-Hesse of the International Labour Organization as CCPOQ Chairperson for the period from June through October 1998.

#### **(d) Future programme of work**

93. In its discussions on the work programme, the Committee noted that its future agenda should delineate between items for substantive discussion from work in progress. A suggestion was made that the CCPOQ Advisory Panel on Training could focus on the operational training within the United Nations system at its next meeting. The Committee endorsed a proposal to convene a working group, open to the participation of all interested CCPOQ members, to explore in depth, the scope and potential areas for programme coordination.

### **4. Other Matters**

#### **(a) JIU report on training institutions in the United Nations system (JIU/REP/97/6)**

94. The representative from CCAQ(PER) presented the draft ACC comments on the above-mentioned JIU report which had been endorsed by her committee subject to the resolution of the issue raised concerning possible overlap in the work of the CCPOQ Advisory Panel on Operational Activities Training and the CCAQ Subcommittee on Staff Training.

95. Regarding the issue of potential overlap, the Committee noted that an overlap did not exist. The CCPOQ Advisory Panel focused on specific aspects of training related to operational activities, including, in particular, programmes concerning field coordination. The CCAQ Subcommittee, on the other hand, was concerned with general aspects of staff training serving as a forum for staff training specialists of the system.

96. The Committee endorsed the draft ACC comments.

**(b) Any other business**

97. The Committee requested the secretariat to circulate the e-mail addresses of all its focal points.



## Annex I

March 1998

### **ACC statement on field-level follow-up to global conferences: guidance note for the resident coordinator system**

1. Taken together, the series of United Nations global conferences that have taken place in the 1990s on key dimensions of economic and social development (see appendix I) constitute an integrated international development agenda. Their findings and recommendations, as contained in individual plans and programmes of action, call for Governments to play a key role and represent an important basis for United Nations system normative and operational activities at the country level. They contain negotiated commitments on the part of all United Nations Member States and specific strategies derived from the collective experience of Governments, representatives of civil society and United Nations system agencies. In a context of agreed values, they identify common cross-cutting themes underlying the broader goals of sustainable development and poverty eradication, thus providing a powerful basis to enhance the quality and impact of country-level development efforts. They also provide an opportunity to revitalize and intensify the United Nations system's contribution in a more coherent and integrated manner, building on a new holistic view of development in all its dimensions.

#### *Policy dialogue*

2. The recommendations emanating from the global conferences have established an important basis for dialogue with Governments at the country level on national development priorities and needs. They also provide for (a) effective linkages between the normative and operational activities of the United Nations system; and (b) coherence and integration between the macroeconomic and social policy frameworks and other cross-cutting policy dimensions, such as gender, human rights and environment.

3. The process of translating such policy/normative dimensions into effective operational programmes at the country level calls for an ongoing process of review and adaptation based on progress achieved and lessons learned. In this process, regional policy frameworks must also be taken into account in complementing country programmes and in facilitating a policy dialogue with regional and subregional entities.

#### *Role of ACC*

4. Since 1995, the Economic and Social Council and the Administrative Committee on Coordination (ACC) have emphasized that there are strong linkages and common themes among the programmes of action of the various United Nations global conferences, which call for a coordinated and integrated follow-up. At the same time, in view of the specificities of country situations and agency expertise, there is a need to allow for a degree of diversity in the response pattern at the country level.

5. ACC established in October 1995 three ad hoc inter-agency task forces in relation to (a) basic social services for all, (b) full employment and sustainable livelihoods, and (c) an enabling environment for social and economic development, with a view to providing the resident coordinator system and country teams with coherent system-wide guidance and support for the promotion of integrated follow-up. At its April 1996 session, ACC furthermore approved the launching of an inter-agency project on universal access to basic communication

and information services, which was designed to provide a horizontal back-up to the work of the task forces, leading to the adoption in April 1997 of an ACC statement on the subject.

6. The three task forces and the inter-agency project, for which UNFPA, ILO, the World Bank and ITU respectively served as lead agencies, have now completed their work. Their outputs include: (a) identification of key elements of the policy framework; (b) recommendations and guidelines for United Nations system programming; (c) country reviews and case studies; (d) identification of other areas requiring attention (such as the role of civil society; the elaboration of statistics and indicators; and the use of information technology); and (e) institutional arrangements for follow-up.

7. In October 1997, ACC reviewed the work of the task forces and other parts of the subsidiary machinery, and stressed the need to put to best use the lessons learned. ACC noted that, although differences existed concerning the suggested priorities and sequencing of policies, there was a large degree of consensus and consistency of understanding on the key requisites for a sound macroeconomic and social policy framework for promoting sustainable growth. There was also a clearer sense of agreement between the Bretton Woods institutions and other organizations of the United Nations system on the core elements of the development agenda at the country level, together with an appreciation of the legitimacy of variations in perspective and approach.

8. ACC affirmed that the challenge before each organization as well as the system as a whole was to maintain, in cooperation with Governments, the momentum that had been created for an integrated and coordinated follow-up to the global conferences. Supporting the translation of conference outcomes into concrete national policies and programmes remains a key priority.

#### *National follow-up*

9. The provision of consolidated United Nations system support at the country level to coordinated and integrated action by national authorities is a key responsibility of the resident coordinator system. Based on established United Nations system development programmes and processes, this involves:

- (a) Appropriate inter-agency dialogue with national authorities on the cross-sectoral implementation of the global agendas;
- (b) Alignment of global agendas, as appropriate, with country-specific circumstances;
- (c) Extension to and involvement of the broader constituencies for the different agendas, including local actors of civil society and other external partners;
- (d) Monitoring of progress and provision of feedback on constraints;
- (e) Elaboration and dissemination of best practices for the benefit of all.

10. Follow-up at the country level by the resident coordinator system is a matter of both substance and methodology. Resident coordinators and country teams should exercise appropriate judgement in assessing timely entry points to national programming processes and in determining the optimal sequencing of actions to be taken in the context of the country-specific situation. A matrix approach to “vertical” action programmes and “horizontal” or cross-cutting themes is often necessary. The use of thematic teams to ensure coherence in these approaches is encouraged. So is the inclusion in such teams of representatives of Governments, civil society and other relevant partners.

11. By separate distribution, the products and substantive case studies of the ACC task forces will be made available to the resident coordinator system. Technical guidelines

regarding the implementation of specific global programmes at the country level, such as those emanating from the International Conference on Population and Development and Habitat II, have or are also being developed for circulation to the resident coordinator system.

12. An in-depth review by an inter-agency workshop held at Turin in December 1997 and comprising key lead agencies, resident coordinators and other field representatives, as well as representatives of relevant ACC bodies, helped to identify more specific ways of strengthening follow-up action at the field level. These are attached for the guidance of the resident coordinator system and appropriate action by country teams (appendix II).

*Overall guidance and monitoring*

13. The follow-up to global conference is an ongoing and evolutionary process. Implementation of individual programmes of action is the subject of established responsibilities and reporting to designated intergovernmental bodies.

14. With regard to institutional arrangements at the global level, the United Nations Development Group Office (DGO) will be a focal point for collecting information, through the resident coordinator system, on United Nations system activities in the implementation of conference goals at the country level and will pursue work on the identification and dissemination of lessons learned and best practices.

15. Under the overall guidance of CCPOQ, the Inter-Agency Committee on Sustainable Development (IACSD) and the Inter-Agency Committee on Women and Gender Equality (IACWGE), networking arrangements led by task managers will seek to develop frameworks to underpin policy advice and programmes of assistance on specific issues. Task managers or core groups will be responsible for such functions as maintaining electronic database sites, disseminating information on experiences and best practices, and making the outcomes of joint action accessible to the rest of the United Nations system and relevant partners of civil society. CCPOQ, IACSD and IACWGE, with the support of DGO and the Department of Economic and Social Affairs, will facilitate reporting by ACC to the Council on coordination on cross-cutting issues as well as on the activities of the resident coordinator system.

16. As an integral part of the follow-up continuum, the regional commissions will, as mandated by the General Assembly and the Council, assist in the follow-up and coordination of activities at the regional level, advising resident coordinators, as appropriate.

17. At the country level, the coordination and integration of action will continue to be guided by the resident coordinator system. Periodic feedback and reporting in the context, *inter alia*, of established national reporting systems (such as those on Agenda 21 and on gender issues) and the resident coordinators' annual reports, will assist in identifying progress and lessons learned, sharing best practices and determining if constraints or common problems exist that can be resolved by back-up support.

18. In reinforcing best practices, sustaining advocacy in support of global conference goals, providing training on the use of programming tools, such as the country strategy note and UNDAF and strengthening inter-agency coordination, the United Nations Staff College, which has already developed related training materials, will play an important facilitating and supporting role.

## Appendix I

### United Nations world conferences and summits

<i>Month/year</i>	<i>Place</i>	<i>Conference/summit (related outcomes)</i>
March 1990	Jomtien, Thailand	World Conference on Education for All (Declaration and Framework for Action)
September 1990	New York	World Summit for Children (World Declaration and Plan of Action)
June 1992	Rio de Janeiro	United Nations Conference on Environment and Development (UNCED) (Rio Declaration on Environment and Development, United Nations Framework Convention on Climate Change and United Nations Convention on Biological Diversity)
December 1992	Rome	International Conference on Nutrition (World Declaration and Plan of Action)
June 1993	Vienna	World Conference on Human Rights (Vienna Declaration and Programme of Action)
April/May 1994	Barbados	Global Conference on the Sustainable Development of Small Island Developing States (Barbados Declaration and Programme of Action)
May 1994	Yokohama	World Conference on Natural Disaster Reduction (Yokohama Strategy and Plan of Action)
September 1994	Cairo	International Conference on Population and Development (Programme of Action)
March 1995	Copenhagen	World Summit for Social Development (Copenhagen Declaration on Social Development and Programme of Action)
September 1995	Beijing	Fourth World Conference on Women (Beijing Declaration and Platform for Action)
April 1996	New York	General Assembly, resumed fiftieth session on public administration and development (resolution 50/225 on public administration and development)
May/June 1996	Istanbul	United Nations Conference on Human Settlements (Habitat II) (Habitat Agenda and Istanbul Declaration)
November 1996	Rome	World Food Summit (Rome Declaration on World Food Security and World Food Summit Plan of Action)

## Appendix II

### **Inter-agency Workshop on Field-Level Follow-up to Global Conferences, Turin, 10-12 December 1997: Key action points**

#### **A. Situation analysis**

1. Where it has not been done, the resident coordinator system should initiate, in partnership with the Government, a situation analysis on where the country stands in its follow-up to global conferences in terms of:

(a) Congruence of national policies and priorities with policy commitments included in conference outcomes;

(b) Measures taken with reference to key goals and targets included in the global programmes/platforms of action;

(c) Nature and effectiveness of institutional structures and mechanisms for follow-up, monitoring and review of progress, and reporting;

(d) Involvement/participation of other actors (e.g., non-governmental organizations, representatives of civil society, private sector, trade unions).

#### **B. Policy dialogue**

2. Building on existing processes, the resident coordinator system should pursue the policy dialogue with the Government aimed at facilitation of national progress in the implementation of the global agendas. A flexible approach should be adopted in this dialogue, with national priorities serving as pre-eminent entry points. The policy dialogue may include, among others, the following:

(a) Identification, in a coordinated matter, of nationwide priority areas within the "menu" offered by the conference outcomes, on which the United Nations system could focus its concerted efforts;

(b) Discussion of existing frameworks for follow-up of particular conferences, selected themes and cross-sectoral issues, including institutional constraints;

(c) Coordination among relevant lead ministries/agencies for different conferences;

(d) The potential of such coordination structures as national sustainable development councils etc.

3. The policy dialogue should be participatory in nature, and should involve implementing agencies and all relevant parts of the national Government. The participation of the Bretton Woods institutions, the regional commissions and donors in the policy dialogue should be promoted whenever possible. In addition, the participation of representatives of civil society, non-governmental organizations and the private sector should be further encouraged.

#### **C. Programming frameworks**

4. The situation analysis and the policy dialogue should provide the appropriate context in which the United Nations system would:

- (a) Review its specific role in relation to the harmonization of national priorities with conference outcomes and promote and advocate strategic goals and objectives;
- (b) Re-examine the existing framework of activities and identify well-defined goals and criteria to guide operational activities and areas which present the best opportunities for synergy;
- (c) Determine the nature of assistance for the next steps the Government and other stakeholders will take.

Thus, the two processes should facilitate and lay the groundwork for a common framework for United Nations system programmes and underpin the existing programming processes at the country level, particularly with regard to the inclusion of global conference commitments in the strategic priorities of country strategy notes. They should furthermore assist Governments in aligning national priorities and programmes with policies and programmes of action adopted by the global conferences.

5. The existing guidelines for country strategy note preparation would need early revision to include the follow-up of global conference outcomes as a key factor in future programming. Country offices would require considerable support by way of information on best practices, good reference material, cross-country experience and, particularly on the technical side, through professional and timely backstopping.

6. In a selected number of countries,<sup>1</sup> the United Nations Development Assistance Framework (UNDAF) exercise has been launched on a pilot basis. The major objective of UNDAF is to achieve goal-collaboration, programmatic coherence and mutual reinforcement through a common framework for all development funds, programmes and agencies of the United Nations system. UNDAF would also serve as one of the instruments to implement coordinated follow-up of global conference outcomes and consequent decisions of the General Assembly on the same subject. Where the Government has undertaken the preparation of a country strategy note, UNDAF will reflect country strategy note strategic priorities, and, as appropriate, complement the country strategy note in establishing the United Nations system parameters of action. Provisional guidelines have already been issued for this exercise.<sup>2</sup>

7. In countries with neither a country strategy note nor a UNDAF, pilot exercises based on a situation analysis could be launched to facilitate and accelerate the implementation of conference outcomes. The following options could be considered:

- (a) Broad-based exercises on a number of selected overarching objectives or cross-cutting themes and related national priorities;
- (b) Exercises focused on one or more areas of action identified by the ACC task forces, e.g., full employment, governance;
- (c) Exercises focused on selected specific themes or subthemes, e.g., those identified by the ACC Task Force on Basic Social Services for All.

The scope of the exercises should be defined in consultation with respective headquarters and specific expertise and resources sought for the purpose. Particular attention should be given to the identification of appropriate "entry points" for such exercises, in the context of a common framework for United Nations system programmes and other institutional mechanisms.

## D. Mainstreaming gender

8. The new emphasis on coordinated conference follow-up has the potential to contribute greatly to the goal of gender equality, so that:

(a) Gender equality and women's empowerment strategies should be incorporated in the country strategy note and UNDAF processes; the common country assessment should include gender analysis in priority areas. Efforts to gather and disseminate data disaggregated by sex, and gender-sensitive studies, guidelines and checklists, should be supported.

(b) In programme formulation, implementation and evaluation, full use should be made of the expertise and support of United Nations gender focal points, gender units, gender advisers as well as of the Division for the Advancement of Women, UNIFEM and INSTRAW. It is important to continue and deepen ongoing efforts to strengthen the access of United Nations country teams to expertise and technical backstopping on gender. With the assistance of such gender specialists at country level and headquarters, efforts should be made to build the competence of United Nations system staff, government and non-governmental organization partners in gender-responsive programming.

(c) Examples of appropriate action at country level would include:

(i) Convening of inter-agency thematic groups on gender;

(ii) Inclusion of gender issues in all thematic or working groups;

(iii) Development and sharing of action plans of different agencies related to the conference most relevant to their activities;

(iv) Regular reviews on the extent to which gender impact and gender equality are an integral part of technical assistance activities, programme evaluations and assessments;

(v) Consultations with and support to non-governmental organizations and national machineries for the advancement of women that are supporting the implementation of conference agendas (*inter alia*, through use of networks involved in the preparation of the conferences);

(vi) Identification of cross-cutting sectoral areas that support recommendations on women's empowerment and gender equality in the plans, platforms, and declarations of several conferences, possibly for collaborative programming activities.

## E. Human rights

9. The resident coordinator system/United Nations country teams should support ratification of human rights treaties (as recommended by the World Conference on Human Rights) and reporting on and implementation of these conventions. The Office of the High Commissioner for Human Rights should forward the conclusions and recommendations of treaty monitoring bodies to the resident coordinator system and advise on material required in respect to a country's situation.

10. Efforts to integrate human rights issues into United Nations system programmes should be considered in the context of the country strategy note, UNDAF and other programming frameworks, for example along the lines of UNICEF's policy to promote and integrate the convention on the Rights of the Child in all the organization's policies. UNDP's policy document "Human rights and sustainable human development" provides a useful tool for

mainstreaming human rights at country level. Dialogue should be pursued with Governments to identify areas for further assistance.

## **F. Institutional frameworks**

11. The resident coordinator system should directly interact with national institutional frameworks for the follow-up of global conferences. In some countries, these frameworks remain weak for a variety of reasons. In addition, there is fragmentation of institutional arrangements for follow-up among lead ministries/agencies due to the different intergovernmental monitoring structures and time-frames established for each global programme of action. Moreover, these arrangements are often affected by political shifts, policy changes and staff turnover.

12. An important task of the United Nations system at country level is to build on existing institutional mechanisms, so that:

(a) It should encourage greater policy coordination among national agencies and ministries involved in conference follow-up;

(b) It should fully utilize the potential of existing national coordination structures and mechanisms and promote their participatory character;

(c) It should promote further institutional development including competence building, training and capacity-building, in support of conference follow-up. Joint training programmes, especially on overarching objectives and cross-cutting themes, should prove particularly useful in this context;

(d) It should revisit the existing capacity-building activities in this regard.

## **G. Multiple entry points**

13. The follow-up of global conference outcomes should serve to provide multiple entry points for the United Nations system at the country level to strengthen the development dialogue, so that:

(a) Such opportunities should arise during the situation analysis, policy dialogue, collaborative programming, country strategy note and UNDAF exercises;

(b) Discussion of national priorities and their relationship with conference outcomes, cross-cutting themes, national reporting to intergovernmental structures, streamlining of reporting, meetings of national development councils or similar bodies, should open up possibilities for follow-up efforts.

14. In the context of its continuing relationship with the government and other partners, the United Nations system has already been working with a wide range of entities in the government, the private sector and civil society. These working relationships should prove to be useful in enhancing and accelerating the dialogue at the different entry points, so that the resident coordinator system should examine, in this context, how the process of discussing conference commitments could be transformed into an effective national response mechanism.

15. The desirability of preparing a national handbook on global agendas and national responses should be examined.<sup>3</sup> The material for such a handbook should become available as a result of the situation analysis and policy dialogue.

## **H. Wider constituencies**



16. The need to improve United Nations system interaction with civil society has been emphasized repeatedly in the recent past. It has formed a part of proposals for United Nations reforms (see A/51/950, paras. 207-216). It is, however, the increasing role of civil society in global conferences which has attracted the most attention. Beginning with Agenda 21, all programmes/platforms of action of global conferences have assigned important roles to civil society in conference follow-up, so that:

(a) In this context, the resident coordinator system should carefully assess the country level situation on the role of civil society organizations<sup>4</sup> in conference follow-up. This assessment may include identification of potential partners, on the basis of objectives, constituencies and thematic interests, for follow-up activities, and current levels of their participation at national and local levels in conference-related activities, particularly monitoring of progress on the implementation of global commitments;

(b) Based on such an assessment, the resident coordinator system should play a facilitation role in promoting government-civil society interaction in conference follow-up activities, particularly through representation in councils established for the purpose; undertaking information-sharing on a selective basis, and, as necessary, assisting in capacity-building.

17. The main objective of this effort is to build wider constituencies in support of United Nations system activities for conference follow-up as envisaged in the plans of action. Drawing from recent experience, there are a number of different modalities for building alliances with civil society, so that at the country level, the thematic groups and task manager arrangements for conference follow-up should seek to involve relevant partners of civil society on the specific issues being addressed.

## **I. Reporting**

18. Governments have the primary responsibility for reporting on implementation of conference outcomes. Reporting is an important tool for monitoring progress, exchange of good practices and lessons learned, and for identifying problems and systemic constraints, so that the resident coordinator system should support the process of national reporting with a view, in particular, to inclusion of action taken on key targets/goals as well as the impact of such action; inclusion of progress on cross-cutting themes; ensuring the involvement of civil society; and promoting circulation of national information to avoid duplicative reporting.

19. The resident coordinator system/United Nations country teams should use and benefit from improvements in information/communication technology, in particular network-based information and database systems for conference follow-up within the United Nations system (e.g., [www.unsystem.org/agenda21](http://www.unsystem.org/agenda21), [www.un.org/womenwatch](http://www.un.org/womenwatch)). Headquarters units should keep the country offices fully informed of new/expanded databases in this regard.

## **J. Analytical frameworks, statistics and indicators**

20. At the country level, a variety of analytical frameworks, models and indicators have been used in the general development context as well as in the context of global conferences. The resident coordinator system should encourage regular exchange of information between United Nations agencies (e.g., ILO, IFAD and UNICEF), the Bretton Woods institutions, and

Governments in this regard. The common country assessment, as conceived in the context of UNDAF, is a good model for highlighting a country's development challenges.

21. Two different types of indicators are relevant for conference follow-up: (a) global indicators for monitoring global and national progress;<sup>5</sup> and (b) indicators for country-specific programming and monitoring.

(a) The resident coordinator system should discuss the choice of indicators with the United Nations country teams and take note of ongoing progress in this regard by the respective headquarters units;

(b) Efforts should be made to ensure consistency in the choice of indicators for data collection for specific activities, e.g., common country assessment and for conference follow-up and monitoring, in particular between the Minimum National Social Data Set and the indicators used in the common country assessment;

(c) The use of key indicators should also be discussed and agreed upon with national authorities. In this connection, the resident coordinator system should be responsive to needs for national capacity-building for data collection and analysis.

## **K. Best practices**

22. The identification of best practices should cover a wide range. More importantly, best practices should reflect the lessons learned from past and present programmatic experiences, tools used and results obtained, so that:

(a) In the specific context of global conference follow-up, this could include collaborative programming, use of entry points, development of databases and indicators, interactions with civil society etc.;

(b) The resident coordinator system/United Nations country teams should initiate systematic action to identify, document and disseminate examples of best practices. In 1998, there should be systematic dissemination of best practices in implementing the outcomes of the global conferences and the ACC task forces.

### *Notes*

<sup>1</sup> There are 19 pilot countries; in addition, some other countries have expressed interest in undertaking the UNDAF exercise.

<sup>2</sup> UNDGO, "Provisional guidelines for the formulation of the United Nations Development Assistance Framework (UNDAF)", 19 August 1997.

<sup>3</sup> Some national handbooks on specific themes, e.g., gender, have been prepared (Australia, Canada, Egypt).

<sup>4</sup> Including non-governmental organizations, private-sector business and industry, trade unions, professional associations, and religious and cultural organizations.

<sup>5</sup> A preliminary list of key global indicators has been prepared on the basis of existing experience for use in the UNDAF exercise (see provisional guidelines for the formulation of UNDAF, annex 3).

## Annex II

### **Draft ACC statement to the special session of the General Assembly on the fight against the illicit production, sale, demand, traffic and distribution of narcotic drugs and psychotropic substances and related activities**

1. We, the executive heads of the organizations and agencies of the United Nations system, are pleased to take this opportunity to bring to the attention of the General Assembly our shared commitment to reduce and prevent the illicit production, sale, demand, traffic and distribution of narcotic drugs and psychotropic substances, strengthen sustainable development and achieve better allocation of resources.

2. This commitment was affirmed during the first 1995 session of ACC, when we expressed strong support for concerted action and agreed on a number of steps to be taken. As a result, we have undertaken measures to develop not only coordination but real collaboration, having consulted one another both formally and informally, and having examined drug-related implications in our work, especially at the field level. In several seriously affected countries, thematic groups are now instrumental in joint programming, thereby interlinking our respective activities. Under the auspices of the ACC Subcommittee on Drug Control, our agencies have engaged in the elaboration of a system-wide action plan on drug abuse control based on subsectoral plans of action. This policy framework, built upon shared objectives and analyses of the problems, illustrates the extent to which we can each contribute to the fight against drug abuse and, by doing so, how our individual mandates are better served.

3. Given that the global and multifaceted nature of the drug problem necessitates a holistic and balanced approach, we firmly believe that the United Nations system is well placed to offer a wide range of expertise, which can be drawn upon to create synergies among our agencies. We are determined to strengthen our effectiveness in overcoming the impediments to sustainable social and economic development that drug abuse entails and reaffirm our commitment to collaborate closely with the United Nations International Drug Control Programme, which has been entrusted with the responsibility to coordinate all United Nations drug control activities.

4. Within the context of reform of the United Nations and the strengthening of the resident coordinator system, we stress the importance of including drug-related issues in the planning of assistance programmes in the context of country strategy notes and the United Nations Development Assistance Framework. The ongoing reform process offers an opportunity to reassess and intensify our contribution to drug control, while at the same time streamlining the efficiency of the United Nations system.

5. Many of the cross-cutting issues that the United Nations system addresses, some of which have been the subject of major international conferences in the 1990s, have drug control implications. In this connection, we recognize the necessity of incorporating the gender perspective in all our assistance programmes. We are resolved to take the drug control dimension into consideration in planning and executing our own activities. Specifically:

(a) We are committed to the overriding development goal of eliminating poverty worldwide, and recognize the relevance of alternative development programmes in achieving this goal in illicit cultivation zones. We shall, therefore, encourage the inclusion, when appropriate, of alternative development measures in United Nations system programmes coordinated by the resident coordinator to promote sustainable development, and look forward to contributing to the international strategy to eliminate the illicit cultivation of coca and

opium poppy; and we shall mobilize national and international resources to support alternative development measures essential to their effectiveness;

(b) We strongly support the emphasis given to drug demand reduction, welcome the Declaration on the Guiding Principles of Drug Demand Reduction, and commit ourselves to work together to prevent related problems in schools, the family, the workplace and the community as a whole;

(c) The human immunodeficiency virus/acquired immunodeficiency syndrome (HIV/AIDS) epidemic has several implications for and is obviously an additional burden to the economic and social development of countries. The United Nations system as a whole is committed to coordinating and accelerating programming to contain the epidemic, reduce its impact and address HIV/AIDS issues related to drug abuse since it is now recognized that drug injecting plays a critical role in the unfolding of HIV epidemics in various regions;

(d) Addressing the needs of children and youth, especially those in need of special protection measures, is a priority. Committed to the terms of the Convention on the Rights of the Child, we are encouraged by the joint efforts already under way to provide shelter, health care, education and economic opportunities to this important segment of society, and recognize that young people constitute a key resource in efforts to prevent drug abuse. Programmes to reduce demand for drugs should be part of a comprehensive strategy to reduce demand for all substances of abuse. We acknowledge and support the “Charter of young people for a twenty-first century free of drugs”, launched in Paris in February 1998;

(e) The renewed effort of the United Nations system to interface with civil society is an important component of the current reform of the United Nations. The work of voluntary organizations and other civil society groups to prevent drug abuse through education at the community level calls for our wholehearted support;

(f) Supply reduction activities are also steps towards protection of the environment, since the illicit cultivation and production of drugs can have alarmingly detrimental environmental effects, such as tropical forest clearance and river pollution. The collaboration of various agencies is essential in order to maximize the impact of their action in this field as well;

(g) There are strong links between drug control and the fight against organized transnational crime, as well as between drug trafficking and the trafficking in human beings. We therefore welcome the Secretary-General’s decision to create the Office for Drug Control and Crime Prevention. We also recognize the crucial role of anti-money-laundering policies and legislation for the success of the fight against drug trafficking;

(h) Similarly, the issue of corruption is also linked to drug control. We are all committed to the task of promoting good governance and creating and enhancing professionalism, integrity and ethical values in public service as a means of fighting corruption. We therefore welcome drug control efforts that will help to accomplish this;

(i) In the context of peace-building in conflict and post-conflict situations, we agree to take the drug dimension fully into account in the strategic planning of rehabilitation programmes so that lasting peace, reconstruction and development can be achieved.

6. In reaffirming our commitment as members of ACC, we welcome this occasion as an opportunity for Member States to renew their own commitment to the global fight against illicit drugs. We also appeal to Member States, both individually and collectively, to support our efforts with a political will and resources commensurate to the daunting challenge ahead.

## **Annex III**

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## Revised ACC programme classification and background technical note

### Programme classification

- 010 Political affairs
  - 011 Political and security activities
  - 012 Peacekeeping<sup>1</sup>
  - 013 Disarmament
  - 014 General international law<sup>2</sup>
  - 015 Trusteeship, decolonization and apartheid
  - 016 Post-conflict stabilization<sup>3</sup>
- 020 General Development Issues
  - 021 Global, regional and multisectoral economic and social development strategies and policies
  - 022 Monetary and financial issues and policies<sup>4</sup>
  - 023 National development planning<sup>5</sup>
  - 024 Public administration and management<sup>6</sup>
- 030 General statistics<sup>7</sup>
  - 031 Demographic and social statistics<sup>8</sup>
  - 032 Economic statistics<sup>9</sup>
  - 033 Other statistics<sup>10</sup>
- 040 Natural resources
  - 041 Water resources planning, development and management
  - 042 Land use planning and development<sup>11</sup>
  - 043 Biological resources<sup>12</sup>
  - 044 Mineral resources<sup>13</sup>
- 050 Energy
  - 051 Energy planning, management and conservation
  - 052 Conventional sources of energy (petroleum, coal and gas)
  - 053 Nuclear energy
  - 054 New and renewable sources of energy
- 060 Agriculture, forestry and fisheries
  - 061 Policies and planning
  - 062 Crop production and protection
  - 063 Livestock and livestock products
  - 064 Support services
  - 065 Fisheries
  - 066 Forestry<sup>14</sup>
- 070 Industry
  - 071 Policies and planning
  - 072 Industrial support services<sup>15</sup>
  - 073 Manufacturing industries
  - 074 Service industries<sup>16</sup>
  - 075 Product design and cleaner production processes and technologies

- 080 Transport
  - 081 Policies and planning
  - 082 Road transport
  - 083 Rail transport
  - 084 Water transport and shipping<sup>17</sup>
  - 085 Air transport
- 090 Communication
  - 091 Postal services
  - 092 Telecommunications
  - 093 Information and communication technologies<sup>18</sup>
  - 094 Communication for development<sup>19</sup>
  - 095 Information infrastructure<sup>20</sup>
- 100 Trade and development
  - 101 Global trade policies<sup>21</sup>
  - 102 Trade in commodities and manufactures
  - 103 Trade in services, including tourism
  - 104 Trade expansion, trade promotion and export development<sup>22</sup>
- 110 Population
  - 111 Population and development<sup>23</sup>
  - 112 Reproductive rights and services
  - 113 Population information, education and communication<sup>24</sup>
- 120 Human Settlements
  - 121 Settlements<sup>25</sup>
  - 122 Housing
  - 123 Urban development<sup>26</sup>
- 130 Health
  - 131 Health policy and health systems development
  - 132 Protection and promotion of health
  - 133 Family and reproductive health
  - 134 Environmental health<sup>27</sup>
  - 135 Integrated control of disease<sup>28</sup>
  - 136 HIV/AIDS<sup>29</sup>
  - 137 Child and adolescent health
  - 138 Nutrition and household food security<sup>30</sup>
- 140 Education<sup>31</sup>
  - 141 Education system policy, planning and management<sup>32</sup>
  - 142 Education facilities and equipment<sup>33</sup>
  - 143 Education programmes<sup>34</sup>
  - 144 Curriculum, education technology, teacher training and supervision<sup>35</sup>
- 150 Employment
  - 151 Policies and planning
  - 152 Employment promotion
  - 153 Management development, technical and vocational training<sup>36</sup>
  - 154 Conditions of employment
  - 155 Labour relations
- 160 Humanitarian assistance and disaster management
  - 161 Protection of and assistance to refugees, returnees and displaced persons<sup>37</sup>
  - 162 Disaster prevention and preparedness

- 170 Social development
  - 171 Human rights<sup>38</sup>
  - 172 Integration of social groups<sup>39</sup>
  - 173 Advancement of women
  - 174 Social welfare and services and social security
  - 175 Crime prevention and criminal justice
  - 176 Drug abuse control
- 180 Culture
  - 181 Preservation and development of culture<sup>40</sup>
  - 182 Protection of authors' rights and neighbouring rights
- 190 Science and technology<sup>41</sup>
  - 191 Natural sciences<sup>42</sup>
  - 192 Social and human sciences
  - 193 Meteorology
  - 194 Development and transfer of technology<sup>43</sup>
- 200 Environment
  - 201 Policies, planning and legislation<sup>44</sup>
  - 202 Assessment and monitoring
  - 203 Management and rehabilitation<sup>45</sup>
  - 204 Awareness and education

### Notes

- <sup>1</sup> *Inter alia*, activities related to special missions would be reported under this heading.
- <sup>2</sup> Legal activities related to specific substantive sectors would be reported under the headings concerned.
- <sup>3</sup> *Inter alia*, activities related to monitoring of elections, mine clearance, demobilization and civil policing would be reported under this heading.
- <sup>4</sup> *Inter alia*, activities related to development finance, resource flows including international direct investment, and external debt problems, would be reported under this subheading.
- <sup>5</sup> *Inter alia*, activities related to subnational and local development planning and to aid coordination and management, would be reported under this heading.
- <sup>6</sup> *Inter alia*, activities related to financial management would be reported under this subheading.
- <sup>7</sup> All statistical activities in other fields of the classification (natural resources, energy, population etc.) should be treated under this heading and its subheadings.
- <sup>8</sup> *Inter alia*, the following activities would be reported under this subheading: social services; population; housing; labour; education; culture and mass communication; health (health status; health care, including health activities and interventions; health resources, including human, financial and facilities; health science and technology and other related health statistics); distribution of income and consumption; social security; poverty monitoring; statistics on the status of women and other social demographic and related statistics.
- <sup>9</sup> *Inter alia*, the following activities would be reported under this subheading: national accounts, including natural resource and environmental accounting, agriculture; forestry and fisheries; industrial; energy; services; construction; trade; transport; storage; communication and tourism; money and banking; interest rates and other private finance; public sector finance; balance of payments and external debt and exchange rates; capital flows; prices, including the International Comparison Programme; industrial property; science and technology; and other economic statistics.
- <sup>10</sup> *Inter alia*, the following activities would be reported under this subheading: environment statistics and indicators; meteorological; statistical capacity-building and training; and other statistics not elsewhere classified.

- <sup>11</sup> *Inter alia*, activities related to cartography, sustainable mountain development (generating and strengthening knowledge on mountain ecosystems; promoting integrated watershed development and alternative livelihood opportunities for mountain inhabitants etc.) and combating desertification and drought, would be reported under this subheading.
- <sup>12</sup> *Inter alia*, activities related to wildlife and national parks and biosphere reserves, microbiological and genetic reserves, and biotechnology, would be reported under this heading.
- <sup>13</sup> *Inter alia*, activities relating to ocean resources (economic zones, seabed) would be reported under this subheading.
- <sup>14</sup> *Inter alia*, activities related to combating deforestation would be reported under this subheading.
- <sup>15</sup> *Inter alia*, activities related to support services for industrial competitiveness would be reported under this heading.
- <sup>16</sup> *Inter alia*, activities related to computer software development, as well as the insurance and banking industries, would be reported under this subheading.
- <sup>17</sup> *Inter alia*, activities related to inland water transport and multi-modal transport would be reported under this subheading.
- <sup>18</sup> *Inter alia*, activities related to informatics, telematics and audiovisual communication, particularly as converging information/communication technologies; database exchanges and interconnections (such as the Internet) would be reported under this subheading.
- <sup>19</sup> Activities to be reported under this subheading would include the promotion of the free flow of information; the development of communication capacities (e.g. television, radio and print media), and the use of communication to impart specific objectives about development to target populations.
- <sup>20</sup> *Inter alia*, activities related to the development of information infrastructures (libraries, archives, documentation centres, databases, information systems and networks etc.) would be reported under this subheading.
- <sup>21</sup> *Inter alia*, activities related to the interdependence of trade and development, trade and environment, and interrelationships among trade, investment and technology, would be reported under this subheading.
- <sup>22</sup> *Inter alia*, activities relating to industrial property; trade facilitation; import operations and techniques; training and research, would be reported under this subheading.
- <sup>23</sup> This subclassification incorporates research and analysis of population trends and policies (including the relationships between population variables, the environment and the process of development). Activities would emphasize (a) data and information systems (national statistical systems are covered under category 031); (b) research and analysis, and, (c) policy development.
- <sup>24</sup> *Inter alia*, activities related to: (a) research and analysis (including socio-cultural and communication research) and (b) action programmes and provision of services in the field of population education (including formal and non-formal education) as well as communication, would be reported under this subheading.
- <sup>25</sup> *Inter alia*, activities related to infrastructure; the promotion of sustainable land-use planning and development; and the integrated provision of environmental infrastructure in areas of water, sanitation, drainage and solid waste management, would be reported under this subheading.
- <sup>26</sup> *Inter alia*, activities related to sites and services, urban planning etc. would be reported under this subheading.
- <sup>27</sup> Including safe water supply and sanitation.
- <sup>28</sup> Including occupational safety and health in the workplace.
- <sup>29</sup> *Inter alia*, activities related to social and economic dimensions, communications, education and multisectoral implications of the epidemic would be reported under this subheading.
- <sup>30</sup> *Inter alia*, activities related to availability and accessibility to food at household community levels; food standards and safety, nutrition recommendations and dietary guidelines, nutrition interventions; nutrition information, education and communication; policies and planning; applied research and training; and care.
- <sup>31</sup> Sectoral training activities would be reported under the relevant subheadings.



- <sup>32</sup> Education sector policy, planning and programming; cost and financing of education; aid to education ministries; administration; institution building, advice; training of non-teaching staff; mobilization and utilization of resources for education.
- <sup>33</sup> Educational buildings, equipment and materials (procurement, mass production and distribution); subsidiary services to education (boarding facilities, staff housing).
- <sup>34</sup> Activities relating to teaching/learning activities including classroom delivery and new delivery modes (e.g. open and distance education); programmes related to set of projects including emergency and other special projects aimed at such delivery modes.
- <sup>35</sup> Curriculum development, including for specific content areas (values education, science and technology, population education, preventive education, etc.), the training of teachers, design and testing of teaching aids, and initial and permanent training of teaching and supervision personnel; education technology related to methodology and related software.
- <sup>36</sup> Activities relating to management development, technical and vocational training would be reported under the subheadings primarily concerned. In the absence of an appropriate heading they would be reported under this subheading.
- <sup>37</sup> *Inter alia*, activities related to health and education of refugees, returnees and displaced persons, as well as to food and nutrition during emergencies, would be reported under this subheading.
- <sup>38</sup> *Inter alia*, activities related to promotion of human rights, including child rights, education for human rights, tolerance, democracy and mutual understanding, would be reported under this subheading.
- <sup>39</sup> *Inter alia*, social activities relating to youth, the elderly, disabled persons, the integration of such groups as migrant workers, as well as activities related to community organization, grassroots movements and participation would be reported under this subheading.
- <sup>40</sup> Activities related to the preservation of cultural heritage (tangible and non-tangible), promotion of creativity, cultural pluralism and intercultural dialogue would be reported under this subheading.
- <sup>41</sup> The application of technology, when related to specific substantive sectors, would be reported under the subheadings concerned.
- <sup>42</sup> *Inter alia*, activities related to teaching and research in basic engineering sciences, geology, hydrology and oceanography would be reported under this subheading.
- <sup>43</sup> *Inter alia*, activities related to international legislation in the area of science and technology, and to scientific and technological research and training would be reported under this subheading.
- <sup>44</sup> *Inter alia*, activities related to policies for changing consumption and production patterns would be reported under this subheading.
- <sup>45</sup> *Inter alia*, activities relating to management of toxic chemicals, hazardous wastes, solid wastes and radioactive wastes, as well as to coastal zone management and rehabilitation, would be reported under this subheading.

## Background technical note

1. The ACC programme classification was developed by CCAQ in 1967-1968 as a basis for annual reports by ACC to the Economic and Social Council on expenditures of the United Nations system, in which expenditures were to be shown under programme headings. The classification was also intended to contribute to the development of programme structures for use by individual organizations in their progress towards programme budgeting.

2. The classification was subsequently reviewed by CCAQ in 1970-1971 and again in 1978-1979 in the light of comments by the Council. CCAQ agreed that the report should provide the most complete picture possible of the expenditures of the system, including the full range of the expenditures of the specialized agencies, but excluding the international financial institutions. Underlining the need for conciseness, clarity and consistency, CCAQ furthermore approved six general principles governing the classification:

- (a) The classification should be simple;

(b) It should permit the reporting of financial data adding up to 100 per cent of system-wide programme expenditure;

(c) The classification should follow a logical and consistent pattern. The broad headings should correspond to single major areas of activity, or to large groups of related activities;

(d) It should not normally reflect the programme, accounting or organizational structures of individual organizations, which are designed to meet different needs and are subject to more frequent change. It should, however, fully accommodate the programme activities of individual organizations and be capable of receiving budget and/or accounting data translated through the use of relatively simple distribution keys;

(e) The boundaries of the headings and subheadings should be as clear as possible. Where necessary, they would be further defined through agreement on the activities to be shown under each of them. The primary objective of activities would be the criteria for determining the heading and subheading under which they should be shown.

3. The revised programme classification, comprising 16 programme areas, was used as from 1979 for the preparation of the ACC report on programmes and resources of the United Nations system, the latter becoming a biennial report in 1980 in accordance with Council decision 1980/03. The classification was also used for other reporting, such as the development cooperation reports prepared by UNDP resident representatives and the ACCIS register of development activities.

4. In 1990, the Council's Committee for Programme Coordination (CPC) suggested that more effective coordination could be facilitated through improved compilation and transparency of all necessary data from across the system, based on consistent definitions of specific functional areas. CCSQ(PROG) and CCAQ(FB) accordingly undertook comprehensive reviews of both the ACC programme classification and the format of the ACC biennial report, and introduced a number of significant modifications and improvements. The ACC report for 1990-1991 (E/1991/42/Add.1) expanded considerably on the presentation and formulation of the programme objectives and explored the possibility of cross-sectoral reporting on three themes: women and development, drug abuse control, and environment. In 1991, an extensive review of the ACC programme classification resulted in the addition of four new sectors (general statistics; energy; communication and information; environment), together with a complete overhaul of the subsectors and footnotes. The new classification, comprising 20 sectors, was applied to the ACC report for the 1992-1993 biennium (E/1993/84) which added budgetary tables showing regular and extrabudgetary resources separately and in aggregate form but discarded the cross-sectoral themes, which had proved imprecise in this context and had resulted in double-counting.

5. A further review of the classification was requested by ACC in 1995 in order to render the classification of population activities compatible with the enlarged conceptualization adopted by the International Conference on Population and Development. In undertaking this review and after consultation with CCAQ(FB), CCPOQ determined that, in the interest of comparability and continuity over time, the review should not modify the 20 major programme areas and should focus on a refinement of the subsectors and footnotes. The review was completed at end-1997 and the revised classification made applicable as of 1998.

6. In the course of the different reviews undertaken by CCPOQ and its Technical Working Group, a number of basic considerations relating to the nature and utilization of the classification have been identified and are summarized below:

- (a) The principal objective of the classification is to facilitate integrated programme and financial reporting by the system, by thematic areas;
- (b) The classification represents an aggregation of activities and resources, by sectors and subsectors; it should remain clear and practical for utilization;
- (c) A rule of thumb for inclusion of a sector or subsector in the classification is that either it is of sufficient across-the-board relevance to the United Nations system as a whole, or it represents by itself a major investment for specific organizations (e.g., meteorology);
- (d) Reporting on programme resources and expenditures requires a manageable and relatively stable coding structure;
- (e) Reporting is to be by primary programme objective, as determined by the reporting organization; e.g., health education activities may have a primary health goal for WHO, but a primary education goal for UNESCO;
- (f) Greater detail in the classification, e.g., at the sub-subsector or “fourth digit” level, should be managed on an ad hoc basis according to specific need and within the framework of the classification.

## Annex IV

### 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) Responses to and recovery from crisis situations: strategic framework for Afghanistan;
  - (c) Coordinated follow-up to global conferences and summits;
  - (d) Poverty eradication;
  - (e) Drug abuse control;
  - (f) Report of ACC Subcommittee on Statistical Activities;
  - (g) ACC programme classification.
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 programming processes;
  - (c) Regional and subregional development cooperation;
  - (d) Operational collaboration with civil society.
4. CCPOQ administrative issues:
  - (a) Role and functioning of ACC and its subsidiary machinery;
  - (b) Report of CCPOQ Secretary;
  - (c) Nomination of CCPOQ Chairperson;
  - (d) Future programme of work.
5. Other matters:
  - (a) JIU reports;
  - (b) Any other business.

## Annex V

### List of participants

*Chairperson:* Mrs. Mary **Chinery-Nesse** (ILO)

*Secretary:* Mr. Eckhard W. **Hein** (United Nations Office at Geneva)

*Technical Secretary:* Ms. Susan **Toh** (United Nations Office at Geneva)

#### United Nations, its entities and programmes

##### United Nations

Department of Political Affairs	Michael Moller
Department of Economic and Social Affairs	Patrizio Civili Alfred Haemmerli
Department of Humanitarian Affairs	Antonio Donini
Office of the High Commissioner for Human Rights	Sylvie Saddier
United Nations Centre for Human Settlements	Lars Ludvigsen
Economic Commission for Europe	Susan Bartolo
United Nations Office for Project Services	Martyn Evans J.-C. Bouvier
United Nations Conference on Trade and Development	John M. Burley M. Plehn-Mejia M. S. Yeterian-Parisi
United Nations Development Programme	Hans von Sponeck Robert England Larry De Boice Nikhil Chandavarkar Evlogui Bonev
United Nations Development Group Office	Bo Asplund
United Nations Volunteers programme	Claude Belleau Trish Riedy
United Nations Population Fund	Alphonse MacDonald Sjaak Bavelaar Jesper Egevang
United Nations Children's Fund	Ado Vaher Nora Galer
World Food Programme	Lucia Ehecopar Bhim Udas
United Nations International Drug Control Programme	Sumru Noyan

Office of the United Nations High Commissioner for Refugees	Pablo Mateu Roland Weil
International Trade Centre	Pierre Jouvenat
Joint and Co-sponsored United Nations Programme on HIV/AIDS	Renu Chahil-Graf Bernard Fery Calle Almedal Werasit Sittitrai

**Specialized agencies and International Atomic Energy Agency**

International Labour Organization	K. Hagen Adam Simbeye Arne Klau
Food and Agriculture Organization of the United Nations	Nina Brandstrup David Lawson
United Nations Educational, Scientific and Cultural Organization	Geneviève Rouchet
World Health Organization	Ferdinand Z. Littaua Joséphine Matsumoto
World Bank	Elise Tripp
International Monetary Fund	Justin Zulu
Universal Postal Union	Khalil Samawi
International Telecommunication Union	Joseph Elotu Venen Paratian
World Meteorological Organization	V. Simango
World Intellectual Property Organization	V. Yossifov
United Nations Industrial Development Organization	Wilfrid Luetkenhorst
International Atomic Energy Agency	Merle S. Opelz
	* * *
United Nations Staff College Project	Anne Forrester Chris Cushing
CCAQ(PER) CCAQ(FB)	Mary-Jane Peters Peter Leslie
Non-Governmental Liaison Service	Tony Hill
	* * *
Former Secretary, CCPOQ	Derrick Deane

## Annex VI

### Report of CCPOQ on its resumed twelfth session

#### I. Introduction

1. CCPOQ held its resumed twelfth session at United Nations Headquarters in New York on 20 and 21 April 1998. The agenda for the session is contained in appendix I, the list of participants in appendix II.

#### II. Work of CCPOQ

##### A. Actions taken and decisions adopted

2. CCPOQ decided to reconvene in New York in informal session from 15 to 17 July 1998 in order to review the discussion note on the Secretary-General's report on the triennial comprehensive policy review of operational activities for development of the United Nations system (see main report above, paras. 61-64).

##### B. Summary of discussions

###### 1. Operational activities for development

###### *Triennial comprehensive policy review of operational activities for development of the United Nations system*

3. The representative of the Department of Economic and Social Affairs presented a brief overview of the discussion note entitled "Triennial comprehensive policy review of operational activities for development of the United Nations system". The report would be structured in two main parts: part I would contain a summary of principal findings and conclusions, part II an assessment of the implementation of mandated activities based on a synthesis of views solicited from donors, recipients and United Nations system organizations. He recalled that the basis for undertaking the review had been provided by the General Assembly in its resolution 52/203. Based on that resolution, the implications for operational activities of the steps adopted by the United Nations system to implement reform initiatives would be taken into account. The report would also provide a comprehensive analysis of the implementation of Assembly resolution 50/120. The Department's representative stressed that the Secretary-General's report to the General Assembly would be finalized after the operational activities segment of the Council, and that the policy recommendations would be reviewed with CCPOQ.

4. The ensuing debate concluded that the draft should take a more prospective, analytical approach, focusing selectively on key issues and providing policy conclusions and guidance to Member States. It would benefit from an introductory paragraph outlining emerging globalization and other trends in the world economy and its ramifications for operational activities, including concomitant implications for attitudinal changes and training, the creation of knowledge networks, thematic evolutions in operational activities, corresponding changes in modalities of cooperation and the creation of new partnerships.

5. Some UNDG organizations indicated that the review should examine the implementation of reforms on coordination and the costs and benefits of coordination. Developments worth mentioning were the intensification of coordination within ACC and among the core group of funds and programmes, along with the participation of regional commissions (para. 40) within the newly formed UNDG, and the important role of CCPOQ in bringing agencies outside of the fast-track core UNDG group on board on reform initiatives. Although some UNDG participants favoured a greater emphasis on the implementation of reforms as a means of sending a powerful message on significant progress in coordination, other members of the Committee stressed the need to assess the performance of the United Nations system as a whole, with a particular focus on results achieved as reflected, *inter alia*, in the views of Governments and the United Nations system.

6. The Committee recognized that the report needed to convey an understandable message to delegations and should be helpful to the present triennial policy review. Care should be taken not to overload the report with details and to focus on achievements, issues that required action and matters that were new. It was agreed that the report should convey a sense of progress on common elements, limiting references to competition between organizations (paras. 53 and 355). It was important to highlight the relationship of the implementation of reforms to the implementation of General Assembly resolutions 47/199 and 50/120.

7. On more specific issues, some participants agreed that emphasis should be placed on the complementarities between the country strategy note, UNDAF and the common country assessment. It was suggested that government ownership of UNDAF would become a critical factor in its launching.

8. To the extent possible, the report should draw on the work accomplished in CCPOQ and its working group on the resident coordinator system on such issues as national execution, common premises and services, monitoring and evaluation, the role of the United Nations staff college in training activities, and CCPOQ discussions and ACC agreed conclusions on civil society, including the outcome of the CCPOQ/NGLS forum (Geneva, 20 and 21 November 1997). The potential of technical cooperation among developing countries for fostering partnerships with civil society and the private sector, moreover, merited some discussion.

9. In view of the importance assigned by Member States to the issue of common premises, there was need to show progress in that area, including the creation of institutional arrangements and resource allocations devoted for that purpose, and better reflection of the concept of virtual common premises.

10. Discussion on the resident coordinator system, particularly on such issues as the follow-up to conferences (para. 86), the operation of thematic groups (para. 103) and field-level committees (para. 94) should take into account the regional dimension. Paragraphs 57 and 179 reflected the shared positions of regional commissions and the text should be adjusted accordingly. Discussions in section IV.C should, moreover, fully reflect the provisions of paragraph 20 of General Assembly resolution 50/120 and the linkages in operational activities at the global with the regional and country level, particularly, in the area of follow-up to United Nations conferences and summits.

11. Policy discussions and conclusions on impact evaluation should draw more extensively on the recommendations emerging from the six case studies. Section IV.A should incorporate the relief to development continuum in its heading. The ensuing discussions should include information on new institutional arrangements, including the creation of the Executive Committee on Humanitarian Affairs, the work of the Executive Committee on Peace and Security, the issue of internally displaced persons, coordination with Bretton Woods institutions, national and local partnerships with civil society, and funding issues. The latter should draw on the preliminary discussions held during the 1997 Council segment on humanitarian assistance.

12. Section IV.D should focus on positive experience of coordination between the United Nations and the Bretton Woods institutions and progress recorded, such as in the United Nations Special Initiative for Africa, and mention should be made of the provisions of paragraphs 86 and 87 of General Assembly resolution 50/227 on the issue of joint reviews. Suggestions were made to delete sections IV.E, F

and G, which should be condensed and incorporated in the discussion on emerging trends in the chapeau of the report.

13. Discussions in section IV.H on aid coordination should draw lessons from the coordination experiences gleaned from the joint sessions of the executive boards of UNDP, UNFPA and UNICEF. It should, moreover, incorporate more substantive information on the Viet Nam case example and new modalities of aid coordination, to be provided by UNDP.

14. The Committee conveyed its appreciation to the Chief of the Operational Activities for Development Unit and his team for the report and the collegial and transparent approach taken in its review. It urged agencies to provide written comments to the Unit before 5 May 1998, at which time the Department would be circulating a revised draft to Committee members.

#### *Role and functioning of the resident coordinator system*

15. The Chairman of the Working Group on the Resident Coordinator System briefed the Committee on the outcome of its 20 April 1998 meeting, noting that the inter-sessional nature of the working group provided an important vehicle for the CCPOQ membership to keep abreast of rapidly evolving reform-related developments. The Committee was informed that the CCPOQ guidelines on national execution and the programme approach were in their final stages of completion and would be adopted by the Committee, possibly when it reconvened informally in July 1998 in conjunction with the substantive session of 1998 of the Council.

## **2. Other matters**

### *JIU work programme*

16. The Committee reviewed the IAEA proposal on extending successful technical projects to the end beneficiaries, and agreed to forward the proposal for inclusion in the JIU work programme for 1998-1999.

### *Work programme*

17. The Committee was briefed on the recent discussions conducted by the Chairperson and the Secretary with the Deputy Secretary-General, *inter alia*, on the follow-up to the Strategic Framework for Afghanistan. The Secretary noted that a CCPOQ working group would be convened to develop generic guidance on countries emerging from crisis upon receipt of further directives from the Deputy Secretary-General, who had been entrusted with steering the work on that issue.



18. On the issue of poverty, the Secretary informed the Committee that the Organizational Committee was coordinating the preparation of a joint United Nations policy statement on strategies for reduction of poverty, which would provide guidance to the Committee's future work on this issue.

19. Committee members were urged to provide the secretariat with material on good practices in national execution for the purposes of the operational activities reference manual.

## Appendix I

### Agenda

1. Adoption of the agenda.
2. Operational activities for development:
  - (a) Preparation of the 1998 triennial comprehensive policy review of operational activities for development;
  - (b) Role and functioning of the resident coordinator system, including programming processes.
3. Other matters:
  - (a) JIU work programme;
  - (b) Follow-up to CCPOQ work programme.

## Appendix II

### List of participants

*Chairperson:* Mary **Chinery-Hesse** (ILO)

*Secretary:* Eckhard W. **Hein** (CCPOQ)

*Technical Secretary:* Susan **Toh** (CCPOQ)

#### United Nations, its entities and programmes

United Nations/Department of Economic and Social Affairs	Alfred Haemmerli David Stillman Igor Volkov Roger Maconick Massimo d'Angelo Monica Nogara
Office of the United Nations High Commissioner for Human Rights	Maarit Kohonen
Regional Commissions New York Office	Kazi Afzalur Rahman
Economic Commission for Latin America and the Caribbean	Raul Atria
United Nations Office for Project Services	Dominique Michel
United Nations Conference on Trade and Development	Khalil Rahman
United Nations Development Programme	Nikhil Chandavarkar
United Nations Development Group Office	Kunio Waki
United Nations Population Fund	Mitra Vasisht Jesper Egevang
United Nations Children's Fund	Nora Galer
World Food Programme	Masood Hyder
United Nations International Drug Control Programme	Sylvie Bryant
Office of the United Nations High Commissioner for Refugees	Roland Weil
Joint and Co-sponsored United Nations Programme on HIV/AIDS	Somar Wijayadasa

#### Specialized agencies and International Atomic Energy Agency

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Food and Agriculture Organization of the United Nations	Basharat Ali

United Nations Educational, Scientific and Cultural  
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Geneviève Rouchet

World Health Organization

Ferdinand Littaua

World Bank

Lisa Tripp

United Nations Industrial Development  
Organization

Wilfried Luetkenhorst

International Atomic Energy Agency

Tracy Brown

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