

Chapter I

Strengthening and restructuring of the United Nations system

The programme of reform of the Organization, initiated by the Secretary-General in 1997, was given renewed impetus in 2002, when the General Assembly, in December, adopted new reform measures proposed by the Secretary-General, the broad parameters of which had been set in 2000 by the United Nations Millennium Summit and subsequent world conferences. The latest reforms were intended to ensure that the UN programme of work was aligned with the Millennium Declaration's principles and priorities.

The Assembly conducted the first review of the implementation of the Millennium Declaration. It noted uneven progress in that regard and urged Member States to undertake measures towards its full implementation.

The Assembly, in considering the reform of its working procedures, decided to elect its President and Vice-Presidents and the Chairmen of its Main Committees three months before the opening of a regular session, which was seen as a major step towards strengthening the Assembly by enabling smooth transitions between successive Presidencies and thus encouraging the President and other officers to play their role in a much more efficient manner. Efforts also continued to reach full agreement on increasing the membership of the Security Council within the Open-ended Working Group on the Question of Equitable Representation on and Increase in the Membership of the Security Council and Other Matters related to the Security Council.

The Economic and Social Council, based on proposals submitted by the Secretary-General, adopted measures to meet new challenges that called for more flexible and responsive approaches in how it organized its work, particularly in the light of the objectives set out in the Millennium Declaration for its strengthening and to help it fulfil the role ascribed to it in the Charter of the United Nations.

Programme of reform

General aspects

The UN programme of reform, first initiated in 1997 [YUN 1997, p. 1389], continued to transform

the management culture of the Organization by streamlining work processes, strengthening management and improving staffing systems, said the Secretary-General in his annual report on the work of the Organization (see p. 3). Progress was made in ensuring sound financial management, mainstreaming performance management, consolidating the reform of human resources management and building a common services platform. The initiative to convert manual, paper-based processes to electronic formats was being expanded and institutionalized and, through advances in information technology, practically all important information was digitally available to staff and Member States. Implementation of the "10 building blocks" strategy for human resources management (see p. 1403) continued, including the introduction of a new staff selection system, which increased delegated authority to heads of department and office. An information and communication strategy had been adopted to improve access to information, field support, technical standards, capacity-building and e-administration. The Integrated Management Information System (IMIS) was in place at all headquarters locations, the regional commissions and five peacekeeping missions, and the Official Document System (ODS) was operational. The capital master plan (see p. 1459) would refurbish the entire UN complex in New York to equip it for the twenty-first century.

Initiatives to ensure managerial accountability included the introduction of results-based budgeting, and streamlining rules governing programme planning, budgeting, monitoring and evaluation (see p. 1368). An encouraging development during the past year was the improvement in the Organization's financial situation. The UN Office of Internal Oversight Services (OIOS) was working to instil accountability and best management practices by introducing new working methods, while continuing to promote ethical awareness so as to combat fraud and the abuse of power. The merger of several oversight functions in the newly established Monitoring, Evaluation and Consulting Division had energized cross-disciplinary teamwork in those areas.

The Secretary-General said that, building on the work already done in his first term, he had initiated, at the start of his second mandate,

another round of reforms (see below), the broad parameters for which had been set by the Millennium Declaration, adopted by the General Assembly in resolution 55/2 [YUN 2000, p. 49], and subsequent major world conferences. The reform would focus on ensuring that the Organization's programme of work was aligned with the Declaration's priorities and principles. The Secretary-General also intended to clarify the roles and responsibilities of the various Secretariat units and offices to eliminate duplication, avoid fragmentation and improve the impact of UN activities, and to propose a simplification of rules of procedure and processes to increase efficiency and transparency.

Agenda for change

Strengthening of the UN system

The General Assembly decided, on 6 September, to include in the agenda of its fifty-seventh (2002) session the item entitled "Strengthening of the United Nations system" (**decision 56/479**).

For the Assembly's consideration of the item, the Secretary-General submitted a September report on strengthening of the United Nations: an agenda for further change [A/57/387 & Corr.1]. Recalling the Assembly's decision in its Millennium Declaration [YUN 2000, p. 49] to make the United Nations a more effective instrument for pursuing the Declaration's priorities and his programme of reforms, begun in 1997 [YUN 1997, p. 1389], the Secretary-General described the achievements realized so far. Among them were the efforts to eradicate poverty and fight the HIV/AIDS pandemic; improved capacity to deploy and manage peacekeeping and peace-building operations; a greater coherence and better functioning of the Organization's disparate elements; and the building of fruitful partnerships with a wide range of non-State actors. However, since more changes were needed, he suggested improvements to ensure that the Organization devoted its attention to the priorities set by Member States, and that the Secretariat gave better service. The Assembly and the Economic and Social Council needed to adapt to realize their potential, while the stalled process of Security Council reform needed new impetus. The report highlighted the continuing need to align UN activities with the priorities defined in the Millennium Declaration and by the global conferences of the preceding decade. In that regard, said the Secretary-General, the United Nations had to focus on new issues such as globalization and its impact on development, the Millennium Development Goals

(MDGs), conflict prevention and combating terrorism.

The Secretary-General proposed a series of recommendations to give effect to his reform proposals and indicated that he intended to submit to the Assembly in 2003 a revised programme budget to reflect the Organization's new priorities. The Deputy Secretary-General would oversee the implementation of the approved reforms. Recommendations for reform included strengthening UN human rights mechanisms (see p. 615) and enhancing public information activities through a restructuring of the Department of Public Information (DPI) (see p. 584); and, to better serve Member States, the implementation of changes by the Department for General Assembly and Conference Management towards a more integrated approach to planning and managing meetings and documentation. Regarding improved technical cooperation and coordination, the United Nations Development Group would develop a plan, by September 2003, to strengthen the effectiveness of the Organization's presence in developing countries, and the Secretary-General would issue a document identifying roles and responsibilities for technical cooperation in key areas. He further proposed including in the 2004-2005 budget an additional position of Assistant Secretary-General in the Department of Economic and Social Affairs (DESA) to support policy coherence and management; the establishment of a policy planning unit in DESA; establishing a panel of eminent persons to review the relationship between the United Nations and civil society and to recommend improved modalities of interaction; creating a partnerships office to regroup under a common umbrella the Global Compact Office and the United Nations Fund for International Partnerships; and, in order for the Adviser for Special Assignments in Africa to coordinate and guide the preparation of reports and input for Africa-related debates of the Assembly and its subsidiary bodies, resources allocated to DESA's Office of the Special Coordinator for Africa and the Least Developed Countries would be transferred to the Adviser's Office (the Office of the Adviser for Special Assignments in Africa and the Office of the Special Coordinator for Africa and the Least Developed Countries were mandated by the Assembly to become the Office of the Under-Secretary-General and Special Adviser on Africa in resolution 57/300, see p. 1353). To better allocate resources to the Millennium Declaration priorities, the Secretary-General identified areas to simplify and improve the current process of planning and budgeting, and ways to streamline the budgets for peacekeeping operations and to

improve trust fund management. As to UN staff, mechanisms and incentives to encourage mobility were proposed, as were measures to enlarge opportunities for General Service staff, to help staff balance their professional and private lives, to attract fresh talent and to sharpen the skills of existing staff. The International Civil Service Commission (ICSC) was encouraged to finalize its proposals for a more competitive pay and benefits system, and an independent review of the Commission was urged. The Secretary-General recommended continuing efforts to improve management through a review of delegated authority in order to increase the capacity and flexibility of managers to manage resources; re-defining the roles and responsibilities of the Department of Management, along with those of the executive offices; and strengthening the training of managers. In order to ensure non-discriminatory practices regarding employment of personnel with HIV/AIDS, a review of the Organization's policy should be completed. Also, a review of the current system of internal justice would improve the efficiency of the system and allow fair and due process.

GENERAL ASSEMBLY ACTION

On 20 December [meeting 79], the General Assembly adopted **resolution 57/300** [draft: A/57/L.74] without vote [agenda item 52].

Strengthening of the United Nations: an agenda for further change

The General Assembly,

Reaffirming its determination to strengthen further the role, capacity, effectiveness and efficiency of the United Nations and thus improve its performance in order to realize the full potential of the Organization, in accordance with the purposes and principles of the Charter of the United Nations, and to respond more effectively to the needs of Member States and existing and new global challenges facing the United Nations in the twenty-first century,

Recalling all the previous reform efforts, including those based on the report of the Secretary-General and its resolutions 52/12 A of 12 November 1997 and 52/12 B of 19 December 1997, entitled "Renewing the United Nations: a programme for reform",

Recalling also Article 97 of the Charter, the rules of procedure of the General Assembly and the Financial Regulations and Rules of the United Nations,

Recalling further the respective mandates of various treaty bodies,

Having in mind the necessity to pursue the process of revitalization of the General Assembly, reform of the Security Council, restructuring of the Economic and Social Council and modernization of the Secretariat,

Recalling the determination of Member States to make the United Nations a more effective instrument for pursuing all the priorities set out in the United Nations Millennium Declaration,

Bearing in mind that notable political, economic and social developments, particularly in Africa, call for continued strong and focused cooperation between the United Nations system and the Member States,

Having considered the report of the Secretary-General entitled "Strengthening of the United Nations: an agenda for further change", the statement by the Secretary-General to the General Assembly of 30 October 2002 and the conference room papers prepared by the Secretariat, as well as the views expressed by Member States,

1. *Welcomes* the efforts and initiatives of the Secretary-General aimed at further reforming the United Nations to cope with contemporary challenges and address new priorities facing the Organization in the twenty-first century;

2. *Stresses* that the strengthening of the United Nations encompasses the revitalization, reform and restructuring of the principal organs of the United Nations;

3. *Requests* the Secretary-General, while implementing the provisions of the present resolution, to continue to take into account the views and comments expressed by Member States and to respect fully the Charter of the United Nations and the relevant decisions and resolutions of the General Assembly;

4. *Welcomes* the intention of the Secretary-General to submit a shorter proposed programme budget for the biennium 2004-2005 that fully justifies the resource requirements and better reflects the priorities of the medium-term plan for the period 2002-2005, the United Nations Millennium Declaration and the outcomes of the major international conferences, taking into account the full scope of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, while emphasizing that reform should not be seen as a budget-cutting exercise;

5. *Emphasizes* the need to further strengthen the efforts of the United Nations in implementing the development goals through enhanced mechanisms, adequate resources and effective follow-up activities;

6. *Takes note* of the proposal of the Secretary-General to develop and present plans for strengthening inter-agency coordination in respect of human rights technical assistance, which are carried out at the country level, at the request of interested countries;

7. *Stresses* the importance of the country-driven approach in the operational activities of the United Nations funds and programmes, bearing in mind their existing mandates;

8. *Encourages* States parties to the human rights treaties and the respective treaty bodies to review the reporting procedures of treaty bodies with a view to developing a more coordinated approach and to streamlining the reporting requirements under these treaties, and requests the United Nations High Commissioner for Human Rights to support this exercise, including through submission of recommendations, as appropriate;

9. *Requests* the Commission on Human Rights and the relevant intergovernmental bodies to review the human rights special procedures in order to rationalize their work and enhance their effectiveness, consistent with their mandates, and also requests the

United Nations High Commissioner for Human Rights to support this exercise, including through submission of recommendations, as appropriate, and by providing adequate administrative support to each of these special procedures;

10. *Encourages* the efforts of the Secretary-General to improve the effectiveness and management of the Office of the United Nations High Commissioner for Human Rights, in accordance with the relevant resolutions and decisions and taking into account, as appropriate, the report of the Office of Internal Oversight Services of the Secretariat;

11. *Welcomes* the proposals of the Secretary-General to improve the effective and targeted delivery of public information activities, including the restructuring of the Department of Public Information of the Secretariat, in accordance with the relevant resolutions and decisions of the General Assembly;

12. *Reaffirms* the role of the Committee on Information in guiding the process of restructuring the Department of Public Information, and therefore invites the Committee on Information to engage actively in the process;

13. *Welcomes* the continuing efforts to enhance the use of information technology within the Department of Public Information, bearing in mind the constraints experienced by developing countries in terms of access to information;

14. *Takes note* of the proposals of the Secretary-General contained in action 9 of his report, which are intended to improve the management of the libraries, and requests the Secretary-General to submit a report for further consideration by the relevant United Nations bodies, including the Committee on Information at its twenty-fifth session, with a view to taking a decision on the proposals of the Secretary-General in this regard at its fifty-eighth session;

15. *Also takes note* of the proposal of the Secretary-General contained in action 8 of his report, to rationalize the network of United Nations information centres around regional hubs, where appropriate, in consultation with concerned Member States, starting with the creation of a Western European hub, followed by a similar approach in other high-cost developed countries, and requests the Secretary-General to submit a progress report on the implementation of the proposal with the objective of applying this initiative in other regions, in consultation with Member States, where this initiative will strengthen the flow and exchange of information in developing countries;

16. *Notes* the proposal of the Secretary-General to transfer the functions and resources of the Cartographic Section from the Department of Public Information to the Department of Peacekeeping Operations of the Secretariat, while maintaining the service currently provided to users outside the Department of Peacekeeping Operations, and decides to consider the proposal in the context of the proposed programme budget for the biennium 2004-2005;

17. *Welcomes* the intention of the Secretary-General to conduct a systematic evaluation of the impact, efficiency and cost-effectiveness of all activities of the Department of Public Information, and requests the Secretary-General, with assistance from the Office of Internal Oversight Services, to proceed as quickly as possible in this regard and to report on progress made

to the General Assembly at its fifty-eighth session, through the Committee on Information at its twenty-fifth session;

18. *Notes* the proposal to improve the electronic access to United Nations collections, publications and parliamentary documents, and requests the Secretary-General to keep the internal capacity for the provision of hard copies at the request of Member States, subject to the relevant provisions of its resolution 56/242 of 24 December 2001;

19. *Welcomes* the proposals of the Secretary-General to improve the efficiency and effectiveness of the conference-servicing function of the United Nations, and requests the Secretary-General to continue to consult Member States, including relevant groups, on how best to accomplish this goal with due attention to their needs, and in this regard emphasizes the need for Member States to take well-informed decisions, and decides that the measures pertinent to it will be decided upon in the context of its consideration of the report of the Secretary-General on improving the performance of the Department of General Assembly Affairs and Conference Services;

20. *Requests* the Secretary-General to start, on a trial basis, a consultative process with the President of the General Assembly and the Chairmen of the Main Committees of the Assembly at the end of the main part of each session of the Assembly, with a view to consolidating reports on related subjects, if decided by the Main Committees;

21. *Also requests* the Secretary-General to submit proposals on recurring reporting requirements to the General Assembly at its fifty-eighth session for consideration and decision;

22. *Welcomes* the intention of the Secretary-General to develop an implementation plan to strengthen the effectiveness of the United Nations presence for developmental and humanitarian activities in developing countries by September 2003, and requests the Secretary-General to submit a report for the consideration of the General Assembly through the relevant intergovernmental bodies;

23. *Also welcomes* the intention of the Secretary-General to issue a document clarifying the roles and responsibilities of the various United Nations entities in the area of technical cooperation by September 2003 and to submit a report thereon to the relevant intergovernmental bodies for their consideration;

24. *Further welcomes* the efforts of the Secretary-General to strengthen the management capacities of the Department of Economic and Social Affairs of the Secretariat, inter alia, by establishing a policy planning unit, and notes in this regard his intention to submit, in the context of the proposed programme budget for the biennium 2004-2005, proposals for a new position of Assistant Secretary-General for its consideration;

25. *Endorses* the decision of the Secretary-General to entrust the Under-Secretary-General and Special Adviser on Africa, who will report directly to him, with the responsibilities of:

(a) Coordinating and guiding the preparation of Africa-related reports and inputs, in particular support for the New Partnership for Africa's Development by the United Nations system and the international community, and the coordination of global advocacy in support of the New Partnership;

(b) Coordinating the interdepartmental task force on African affairs to ensure coherence and an integrated approach for United Nations support to Africa, including following up the implementation of all summit and conference outcomes related to Africa and addressing gaps and initiating reports on critical issues affecting Africa;

26. *Approves* the transfer of resources allocated to the Office of the Special Coordinator for Africa and the Least Developed Countries and those from the current Office of the Adviser for Special Assignments in Africa, to the new Office of the Under-Secretary-General and Special Adviser on Africa, and requests the Secretary-General to ensure that the new Office is reflected in the proposed programme budget for the biennium 2004-2005 with the allocation of adequate resources for its expanded mandate;

27. *Concurs* with the intention of the Secretary-General to establish a panel of eminent persons, reflecting a diversity of views, to review the relationship between the United Nations and civil society, stresses that the terms of reference of such a panel should underscore the intergovernmental character of the United Nations, and decides to consider the recommendations of the panel through the respective intergovernmental process;

28. *Decides* that the creation of a partnership office as part of the effort to enhance cooperation in the work of the Organization with the private sector, taking into account the outcome of the major United Nations conferences and summits, should be subject to its resolutions 55/215 of 21 December 2000 and 56/76 of 11 December 2001;

29. *Recognizes* the need to continue to improve and streamline the planning, programming and budgetary cycle of the Organization;

30. *Notes* the reference to sunset provisions in the report of the Secretary-General, and recalls that no decision has been taken in this regard;

31. *Requests* the Secretary-General to implement regulation 5.6 and rule 105.6 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation;

32. *Takes note* of the proposal of the Secretary-General, contained in action 21 of his report, for a shorter, more strategic medium-term plan that is linked to the budget outline, and requests the Secretary-General to submit a more detailed proposal to the General Assembly, through the Advisory Committee on Administrative and Budgetary Questions, for consideration at its fifty-eighth session;

33. *Reaffirms* the roles of the Fifth Committee of the General Assembly, the Committee for Programme and Coordination and the Advisory Committee on Administrative and Budgetary Questions in the intergovernmental consideration of the planning, programming and budgeting process;

34. *Invites* the Committee for Programme and Coordination to continue to improve its working methods;

35. *Takes note* of the request of the Secretary-General for a degree of flexibility to reallocate resources between programmes and between allocations for personnel and other allocations within a single budget period and in exceptional circumstances, notes

the relevant General Assembly resolutions, and in this regard requests the Secretary-General to develop criteria for the use of any such authorization, proposed modalities for reporting the duration and programmatic impacts of reallocations, including specification of the exceptional circumstances in which it would be used, and to report thereon to the Assembly, through the Advisory Committee on Administrative and Budgetary Questions, for its consideration at its fifty-eighth session;

36. *Welcomes* the efforts of the Secretary-General to strengthen the system of evaluation and monitoring that underlines the importance of assessing programme impacts;

37. *Notes* the proposal of the Secretary-General for a single-stage intergovernmental review of the programme budget and medium-term plan, contained in action 22 of his report, and requests the Secretary-General to submit a report clarifying his proposal for consideration by the General Assembly at its resumed fifty-seventh session;

38. *Shares* the vision of the Secretary-General to foster excellence among United Nations staff, inter alia, by rejuvenation, while ensuring the highest standards of efficiency, competence and integrity, as well as equitable geographical representation and gender balance;

39. *Requests* the Secretary-General to submit, as soon as possible, but not later than at the fifty-ninth session of the General Assembly, for consideration in the context of human resources management, a study on ways to promote General Service staff to Professional posts, analysing the effects on non-represented and underrepresented countries, while ensuring the implementation of equitable geographic representation and aligning the procedures and qualifications of the General Service to Professional category examinations to those of the national competitive recruitment examinations;

40. *Welcomes* the intention of the Secretary-General, as set out in action 32 of his report, to continue to improve management, and requests the Secretary-General to continue to improve accountability and responsibility as well as monitoring and control mechanisms and procedures;

41. *Requests* the Secretary-General to submit a progress report on the implementation of the reform measures as considered in the present resolution to the General Assembly at its fifty-eighth session.

By **decision 57/585** of the same date, the Assembly decided that the item entitled "Strengthening of the United Nations system" would remain for consideration at its resumed fifty-seventh (2003) session.

Implementation of the Millennium Declaration

Report of Secretary-General. In response to General Assembly resolutions 55/162 [YUN 2000, p. 62] and 56/95 [YUN 2001, p. 1279], the Secretary-General submitted, in July, the first annual report [A/57/270 & Corr.1] on progress achieved by the

UN system and Member States in implementing the United Nations Millennium Declaration, adopted by the Assembly in resolution 55/2 [YUN 2000, p. 49], in accordance with his road map for doing so [YUN 2001, p. 1278]. The Secretary-General concluded that the international community's record in the first two years of implementing the Millennium Declaration was, at best, mixed. In future, progress had to be made on a much broader front. Much of the progress had been made by relying on strategies that combined the energies of Member States, international institutions and agencies, including those in the United Nations, with those of others, notably the private sector, non-governmental organizations (NGOs), philanthropic foundations, academic and cultural institutions and other parts of civil society. A coordinated strategy, with the will and resources to apply it, could make the difference between progress and retreat.

CEB consideration. The United Nations System Chief Executives Board for Coordination (CEB), at its second 2002 regular session (New York, 8-9 November) [CEB/2002/2], addressed follow-up to the Millennium Summit [YUN 2000, p. 45], focusing on the theme of preventing armed conflict. It agreed that development and poverty eradication should be the central component of the UN conflict prevention strategy, and that the conflict prevention and development agendas should be mutually reinforcing. An effective system-wide strategy on preventing armed conflict required a sound analytical base and a common understanding of the conditions that led to armed conflict and the most effective ways by which the system's collective strengths could be brought to bear on conflict prevention. It should be grounded on specific situations at the country and regional levels and draw systematically on the system's early-warning capabilities and extensive field-based operational experience. The strategy should be set within a clear framework of well-defined goals and priorities.

JIU report. The Secretary-General transmitted a September report of the Joint Inspection Unit (JIU) [A/57/372 & Corr.1] on the results approach (expected accomplishments in the UN programme budget and medium-term planning contexts) in implementing the Millennium Declaration. The report described the problems experienced in the use of results-based budgeting and planning in the United Nations and their shortcomings, and explained why and how they could be improved and reconsidered. In that regard, JIU recommended that the current results-based budgeting methodology should be kept under review and adapted further to the needs of Member States. Further recommendations re-

lated to a better definition of the concept of "expected accomplishments".

JIU pointed out that currently no strategic framework had been accepted by all actors working towards the MDGs, nor was there a process established to organize better coordination of the actors. The report recommended new instruments and a new process, which could enable the UN system to adopt a meaningful, realistic results approach and provide Member States with other important tools to monitor progress towards implementation of the MDGs.

GENERAL ASSEMBLY ACTION

On 16 December [meeting 75], the General Assembly adopted **resolution 57/144** [draft: A/57/L.61] without vote [agenda item 44].

Follow-up to the outcome of the Millennium Summit

The General Assembly,

Recalling its resolution 55/2 of 8 September 2000, by which it adopted the United Nations Millennium Declaration as the outcome of the Millennium Summit of the United Nations, held at Headquarters from 6 to 8 September 2000, as well as its resolutions 55/162 of 14 December 2000 and 56/95 of 14 December 2001 on the follow-up,

Recognizing the important contributions made by the conferences and special sessions, in particular the Fourth Ministerial Conference of the World Trade Organization, held in Doha, the International Conference on Financing for Development, held in Monterrey, Mexico, and the World Summit on Sustainable Development, held in Johannesburg, South Africa,

Reaffirming the importance of the implementation of and follow-up to the Millennium Declaration in a comprehensive, integrated, coordinated and balanced manner at the national, regional and international levels,

1. *Takes note with appreciation* of the report of the Secretary-General on the implementation of the United Nations Millennium Declaration;

2. *Recognizes* the uneven progress made so far in achieving the objectives agreed upon in the Millennium Declaration, and urges Member States to continue to undertake with determination appropriate measures towards its implementation;

3. *Invites* the organizations and agencies of the United Nations system, the Bretton Woods institutions and the World Trade Organization, and encourages other interested parties, including civil society and the private sector, to continue to pursue vigorously the achievement of the objectives and goals contained in the Millennium Declaration;

4. *Also invites* the organizations and agencies of the United Nations system, the Bretton Woods institutions and the World Trade Organization to engage in the review of the implementation of the Millennium Declaration, and in this context requests the Secretary-General to include in his next report information on the support to be provided by the United Nations system in this regard;

5. *Calls upon* Member States to support, as appropriate, the measures set forth in the thematic sections of the report on preventing armed conflict, and the treatment and prevention of major diseases, including the human immunodeficiency virus/acquired immunodeficiency syndrome (HIV/AIDS), malaria and tuberculosis;

6. *Decides* to consider, at its fifty-eighth session, convening a high-level plenary meeting during the sixtieth session of the General Assembly on the review of the implementation of the Millennium Declaration and consideration of the quinquennial comprehensive report of the Secretary-General on the progress achieved towards implementing the Millennium Declaration;

7. *Also decides* that the review process of the implementation of the development goals contained in the Millennium Declaration will be considered within the framework of the integrated and coordinated follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields, while taking into account the need to attach more importance, coherence and visibility to the implementation of the Millennium Declaration and its review process;

8. *Invites* the United Nations system, in cooperation with Member States, to promote awareness of the Millennium Declaration, and the development goals contained therein, through increased dissemination of information and widespread publicity;

9. *Decides* to include in the provisional agenda of its fifty-eighth session the item entitled "Follow-up to the outcome of the Millennium Summit".

On 20 December, the Assembly decided that the item on follow-up to the outcome of the Millennium Summit would remain for consideration during its resumed fifty-seventh (2003) session (**decision 57/585**).

Managerial reform and oversight

Procurement

Report of Secretary-General. In response to General Assembly resolution 55/247 [YUN 2001, p. 1280], the Secretary-General, in a July report [A/57/187], detailed the responses of the UN Procurement Division to the Assembly's directives on procurement reform. The Division had initiated measures to address the observations of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) [YUN 2000, p. 1285], especially relating to training, made efforts to improve communication with its counterparts in the Department of Peacekeeping Operations (DPKO) and in the field, and taken initiatives to make procurement officials directly accountable to departments they supported. The Secretary-General reiterated his commitment to explore ways to increase procurement opportunities for vendors from developing countries and countries with economies in transition. He stated that the value of procurement con-

ducted by the Procurement Division and peacekeeping missions with those two groups of countries increased by 215 per cent during the preceding three years from \$114 million in 1999 to \$360 million in 2001 and currently represented 42 per cent of the Secretariat's total procurement volume. A gratis vendor advertising facility and contact information for vendors from developing countries and countries with economies in transition had been posted on the Procurement Division's web site to increase opportunities for the provision of services in mission areas and for subcontracting local components to smaller vendors in the vicinity of missions.

In addition to a requisitioning tracking system, the Division had developed a workload tracking system to monitor procurement staff performance, streamlined payment procedures and established a procedure for making partial payments to suppliers by the consignee pending completion of technical inspection. The Procurement Manual had been revised and would be posted on the Division's web site. As to field procurement, DPKO had strengthened the capacity of field missions to perform the procurement function effectively, including by the creation of a Contract and Property Management Unit. The Procurement Division, DPKO and the Headquarters Committee on Contracts had decided on new procedures for letters of assist to ensure that the criteria for their use were strictly adhered to. To improve the information on procurement activities in the public domain, the Common Services Procurement Working Group, led by the Procurement Division, had developed a single Internet portal to direct users to pertinent information on the web sites of other UN system organizations.

The Secretary-General also provided information on measures taken by the United Nations Development Programme, the United Nations Population Fund and the United Nations Children's Fund to reform their procurement activities.

ACABQ report. ACABQ, in an October report [A/57/7/Add.1], expressed concern that provisional registration of vendors might introduce inequality in the way companies wishing to be registered with the United Nations were treated; all vendors should have an equal opportunity to register and only those fully registered who had been subject to legal and financial background scrutiny should be awarded contracts. It noted chronic delays in payments to vendors and considered it important that the situation be remedied. ACABQ cautioned that, despite the potential economic advantages of using brokers to transport UN cargo by air, the safety of UN personnel and of the cargo they might be accompa-

nying was of paramount importance, as was full compliance with established safety standards and regulations.

GENERAL ASSEMBLY ACTION

On 20 December [meeting 78], the General Assembly, on the recommendation of the Fifth (Administrative and Budgetary) Committee [A/57/648], adopted **resolution 57/279** without vote [agenda item 111].

Procurement reform

The General Assembly,

Recalling its resolutions 52/214 B and 52/220 of 22 December 1997, 52/212 B of 31 March 1998, 52/252 of 8 September 1998, 53/204 and 53/208 B of 18 December 1998, 54/14 of 29 October 1999 and 55/247 of 12 April 2001,

Having considered the report of the Secretary-General on procurement reform and the related report of the Advisory Committee on Administrative and Budgetary Questions,

Stressing the importance of ensuring the safety of United Nations personnel and United Nations equipment,

1. *Takes note* of the report of the Secretary-General and of the comments and observations contained in the report of the Advisory Committee on Administrative and Budgetary Questions;

2. *Welcomes* the progress achieved in addressing the concerns expressed by the General Assembly in its resolution 55/247;

3. *Welcomes also* the efforts made by the Secretary-General to hold procurement seminars in various cities, in particular those located in developing countries and countries with economies in transition, and urges him to intensify his efforts in this regard;

4. *Notes* the activities of the Common Services Procurement Working Group on enhancing the transparency and increasing the harmonization of procurement practices, and encourages the Secretary-General and the executive heads of the United Nations funds and programmes to continue their work in this regard;

5. *Requests* the Secretary-General to encourage the organizations of the United Nations system, consistent with their respective mandates, to improve their procurement practices, inter alia, by simplifying the registration process for vendors that have already registered with another body of the United Nations system, utilizing, among other things, the Internet, and by placing the procurement information on their respective web sites;

6. *Also requests* the Secretary-General to encourage the organizations of the United Nations system, consistent with their respective mandates, to take further steps to increase procurement opportunities for vendors from developing countries and countries with economies in transition;

7. *Further requests* the Secretary-General to ensure, through, inter alia, the technical assessment of vendors, that air safety standards are met for all United Nations air transport operations and, where feasible, for freight forwarding;

8. *Requests* the Secretary-General to continue to ensure that the United Nations Secretariat and affiliated

funds and programmes fully implement all recommendations of the Office of Internal Oversight Services and the Board of Auditors regarding procurement, in accordance with the Financial Regulations and Rules of the United Nations;

9. *Also requests* the Secretary-General to ensure that, on matters relating to procurement in the field, the Department of Peacekeeping Operations follows the principles of objectivity and impartiality while advising the Procurement Division;

10. *Further requests* the Secretary-General to submit to the General Assembly through the Office of Internal Oversight Services, no later than at its fifty-ninth session, a report on safeguarding air safety standards while procuring air services, in particular in the area of cargo airlifts, for the United Nations peacekeeping missions;

11. *Requests* the Secretary-General to report to the General Assembly on the implementation of the present resolution, as well as on all other aspects of procurement reform, no later than at its fifty-ninth session.

Oversight activities

JIU report. By a March note [A/57/58], the Secretary-General transmitted to the General Assembly a JIU review of the governance structure, working methods and practices of legislative organs (executive boards or councils and their subsidiary bodies) that might impact the efficiency, effectiveness and cost of their oversight function. Among other things, the report noted that the governance structure in some UN system organizations was somewhat fragmented and that the costs of governance related to legislative oversight were not negligible; oversight findings and recommendations were generally not linked to policy, programme planning, budgeting, management improvement and accountability systems; and the handling of reports prepared by oversight mechanisms was still not satisfactory. The report, which did not cover technical or scientific programme management, explored structural adaptations to ensure a more effective and comprehensive conduct of oversight by the legislative organs. JIU recommended a *modus operandi* for enhancing the effectiveness of oversight functions of the legislative organs; measures to rationalize or strengthen their governance structures and working methods; and procedures for handling reports prepared by oversight mechanisms and other effective procedural matters. It also recommended that a summary of the relevant recommendations of the oversight mechanisms and the related follow-up action taken be reflected in relevant sections of the programme and budget submission.

CEB consideration. By a July note [A/57/58/Add.1], the Secretary-General transmitted the comments of CEB on the JIU report. While CEB members accepted the recommendations in prin-

principle, some were concerned about the feasibility and/or practicality of the implementation strategies. Others commented on the relevance and/or applicability of some recommendations to currently established practices, especially in some of the specialized agencies. The report provided comments on each of the JIU recommendations.

ACABQ report. ACABQ, in September [A/57/434], stated that the JIU recommendation on enhancing the oversight functions of executive organs might give rise to complications and cautioned against adopting procedures that might be difficult to implement. As for the recommendations concerning the legislative machinery, ACABQ pointed out that the issue of the number, composition and terms of reference of subsidiary legislative bodies with oversight responsibility was a political matter within the Assembly's purview. It also pointed out that the procedure on follow-up action was already being implemented in the United Nations.

Internal oversight

The General Assembly, by **resolution 56/278** of 27 March, took note of an OIOS report [YUN 2000, p. 1233] on the follow-up investigation into possible fee-splitting arrangements between defence counsel and indigent detainees at the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia.

By **decision 56/458 C** of 27 June, the Assembly deferred until its fifty-seventh session the item on the reports of the Secretary-General on OIOS activities.

The Assembly, at its fifty-seventh session, had before it OIOS reports on its inspection of programme management and administrative practices in the Office for Drug Control and Crime Prevention (ODCCP) [YUN 2001, p. 1167]; the investigation into allegations of misconduct and mismanagement of the "boat project" at ODCCP [ibid.]; the inspection of the administrative and management practices of the United Nations Office at Nairobi [YUN 2001, p. 1396]; the investigation into allegations of refugee smuggling at the Nairobi Branch Office of the United Nations High Commissioner for Refugees (UNHCR) [ibid., p. 1109]; the audit of UNHCR private sector fundraising activities [ibid., p. 1111]; the inspection of programme management and administrative practices in the UN Department for Disarmament Affairs (DDA) [A/56/817] (see p. 490); the post-implementation review of IMIS at Headquarters [A/56/879] (see p. 1456); and the update of oversight activities concerning the oil-for-food programme in Iraq and the United Nations Compensation Commission [A/56/903] (see pp.

303 and 315). Also considered were reports on management and administrative practices in the Economic Commission for Latin America and the Caribbean (ECLAC) [A/56/930] (see p. 1015) and the audit of the policies and procedures for recruiting DPKO staff [A/57/224] (see p. 87).

OIOS activities. In October, the Secretary-General transmitted the eighth annual report of OIOS covering its activities from 1 July 2001 to 30 June 2002 [A/57/451].

During the reporting period, OIOS issued 16 reports, which the Secretary-General transmitted to the General Assembly. Those transmitted in 2002 were on: the post-implementation review of IMIS [A/56/879]; an update on the status of OIOS recommendations on mission liquidation activities [A/56/896]; an update of oversight activities concerning the oil-for-food programme and the United Nations Compensation Commission [A/56/903]; the audit of a contract for the provision of airfield services in the United Nations Organization Mission in the Democratic Republic of the Congo [A/56/906]; the audit of the United Nations International Research and Training Institute for the Advancement of Women [A/56/907]; the programme performance of the United Nations for the 2000-2001 biennium [A/57/62]; inspection of DDA programme management and administrative practices [A/56/817]; inspection of ECLAC programme management and administrative practices [A/56/930]; possible discrimination due to nationality, race, sex, religion and language in recruitment, promotion and placement [A/56/956 & Add.1]; updated views on enhancing the internal oversight mechanisms in operational funds and programmes [A/56/823]; and strengthening the role of evaluation findings in programme design, delivery and policy directives [A/57/68]. Reports on in-depth evaluation and triennial reviews were transmitted to the Committee for Programme and Coordination (CPC).

During the reporting period, OIOS issued 2,357 recommendations, of which 733 were classified as critical. The implementation rate for all recommendations was 51 per cent, while that for critical recommendations was 46 per cent. However, as at July 2002, the implementation of 29 (including 4 critical) recommendations issued during 1999-2000 and 117 (including 27 critical) recommendations issued during 2000-2001 had not started due to their complexity, time lags in reporting of implementation progress and withdrawal as they had become obsolete.

OIOS recommended \$55.9 million in savings and recoveries resulting from audits and investigations, compared to \$58 million in the previous reporting period [YUN 2001, p. 1283]. Of that figure, \$50.3 million was recommended for recoveries

and \$4.8 million in reduced expenditures, with an additional \$800,000 identified as loss or waste of resources. Actual savings and recoveries during the reporting period reached a record \$27.6 million, which was largely attributable to OIOS 2001 recommendations [YUN 2001, p. 104] concerning the establishment of mission subsistence allowance rates in selected peacekeeping missions.

The report gave an overview of activities of oversight priority areas on which OIOS had focused since 1994: peacekeeping, humanitarian and related activities, human resources management, procurement and problems associated with the establishment of new bodies.

OIOS received 538 cases for investigation, a 24 per cent increase over the previous reporting period [YUN 2001, p. 1283]. Of the total, 395 cases, or 73 per cent, were located away from Headquarters.

In-depth evaluations were undertaken of the subprogrammes on General Assembly and Economic and Social Council affairs and Council support and coordination [E/AC.51/2002/4], and of five of the six subprogrammes that comprised the legal affairs programme implemented by the Office of Legal Affairs [E/AC.51/2002/5]. Triennial reviews were conducted of the implementation of the recommendations made by CPC at its thirtieth session [YUN 1999, p. 1350] on the in-depth evaluation of the disarmament programme [E/AC.51/2002/6], and on the electoral assistance programme [E/AC.51/2002/7].

In terms of its future plans and challenges, OIOS indicated that it would progressively sharpen its focus on the areas of greatest risk to the Organization, such as peacekeeping, humanitarian and related activities, human resources management, procurement and the management of newly established bodies. In that regard, OIOS had initiated a three-pronged approach to strengthen further oversight by addressing: the strategy for guiding oversight methodologies and allocation of resources; the scope of oversight operations; and the systems for accomplishing and measuring oversight results.

GENERAL ASSEMBLY ACTION

On 20 December [meeting 78], the General Assembly, on the recommendation of the Fifth Committee [A/57/604], adopted resolutions **57/287 A** and **B** without vote [agenda item 122].

Report of the Secretary-General on the activities of the Office of Internal Oversight Services

A

Reports of the Office of Internal Oversight Services

The General Assembly,

Recalling its resolutions 48/218 B of 29 July 1994 and 54/244 of 23 December 1999,

Having considered the following reports of the Office of Internal Oversight Services:

(a) Report on the inspection of programme management and administrative practices in the Office for Drug Control and Crime Prevention,

(b) Report on the investigation into allegations of misconduct and mismanagement of the "boat project" at the Office for Drug Control and Crime Prevention,

(c) Report on the inspection of the administrative and management practices of the United Nations Office at Nairobi,

(d) Report on the investigation into allegations of refugee smuggling at the Nairobi Branch Office of the Office of the United Nations High Commissioner for Refugees,

(e) Report on the audit of the private sector fundraising activities of the Office of the United Nations High Commissioner for Refugees,

(f) Report on the update of oversight activities concerning the oil-for-food programme and the United Nations Compensation Commission,

(g) Report on the inspection of programme management and administrative practices in the Department for Disarmament Affairs,

(h) Report on the post-implementation review of the Integrated Management Information System at United Nations Headquarters,

(i) Report on the inspection of programme management and administrative practices in the Economic Commission for Latin America and the Caribbean,

(j) Report on the audit of the policies and procedures for recruiting staff for the Department of Peacekeeping Operations,

1. *Takes note* of the reports of the Office of Internal Oversight Services listed above;

2. *Requests* the Secretary-General to conduct, through the Office of Internal Oversight Services, a further audit of the policies and procedures for recruiting staff of the Department of Peacekeeping Operations and to submit a report thereon to the General Assembly for its consideration at its resumed fifty-eighth session.

B

Enhancing the internal oversight mechanisms in operational funds and programmes

The General Assembly,

Recalling paragraph 11 of its resolution 48/218 B of 29 July 1994 and paragraph 15 of its resolution 54/244 of 23 December 1999,

Recalling also its resolution 55/259 of 14 June 2001,

Having considered the updated report of the Secretary-General on enhancing the internal oversight mechanisms in operational funds and programmes,

Having also considered the report of the Secretary-General containing updated views on enhancing the internal oversight mechanisms in operational funds and programmes, submitted pursuant to paragraph 2 of resolution 55/259,

1. *Takes note* of the recommendations contained in the report of the Secretary-General, and reaffirms the prerogatives of the funds and programmes to decide their own oversight mechanisms and their relationship with the Office of Internal Oversight Services;

2. *Requests* the Secretary-General to submit to the General Assembly recommendations of the Office of

Internal Oversight Services that require its approval prior to their implementation.

Also on 20 December, the Assembly decided that the item on the Secretary-General's report on OIOS activities would remain for consideration at its resumed fifty-seventh (2003) session (**decision 57/585**) and that the Fifth Committee should continue consideration of the item at that session (**decision 57/556**).

Strengthening the investigations function

In March [A/56/282/Add.1], the Secretary-General submitted his comments and those of CEB on the 2001 JIU report on strengthening the investigations function in UN system organizations [YUN 2001, p. 1284]. In general, there was system-wide support for the JIU recommendations [ibid.], which also enabled agencies to review and, in some instances, validate the appropriateness of current arrangements and formulate revised policies and strategies. In comments on specific recommendations, concern was expressed over the adoption of common standards and procedures for conducting investigations in UN system organizations and about identifying the responsibility of line managers in the investigations process and providing written guidance to managers that would clarify the investigation stage and circumstances that might necessitate the support of professional investigators. Generally accepted were the recommendations that executive heads of organizations should conduct a risk profile of their organizations as a basis for reporting to their legislative organs on the need for access to professionally trained and experienced investigators and that they ensure that work programmes of units responsible for investigations included the development of preventive measures based on proactive investigations and lessons learned from completed investigations. On the matter of options for financing access of small organizations to a professional investigations capability, OIOS was developing a mechanism to reimburse the cost of providing investigation services to the funds and programmes. Regarding the recommendation that the Conferences of Investigators of United Nations Organizations and Multilateral Financial Institutions should develop opportunities to foster inter-agency cooperation regarding the investigations function in areas indicated in the JIU report, agencies anticipated that there could be greater commonality in such areas as the administration of justice.

CPC action. CPC, at its forty-second session (10 June–5 July and 9 July) [A/57/16], recommended that the General Assembly approve JIU's recom-

mendations. However, it said that approval of the recommendation on training managers should be on the understanding that caution would be exercised to ensure that the managers' independence and impartiality were guaranteed, and that they would be provided with clear guidelines regarding the extent of their involvement at all stages of the investigations process.

ACABQ consideration. ACABQ, in September [A/57/434], noting CPC's recommendation to the General Assembly, pointed out that, in relation to the JIU recommendation regarding options for financing access of small organizations to a professional investigations capability (see above), the use of external contractors should be in compliance with the decisions and criteria adopted by the Assembly and other relevant intergovernmental bodies.

External oversight

Joint Inspection Unit

In its thirty-fourth report to the General Assembly [A/58/34], JIU gave an overview of its activities in 2002, during which it had issued reports on: involvement of civil society organizations other than NGOs and the private sector in technical cooperation activities: experiences and prospects of the UN system [A/57/118]; the results approach in the United Nations: implementing the United Nations Millennium Declaration [A/57/372 & Corr.1]; support costs related to extra-budgetary activities in UN system organizations [A/57/442]; extension of water-related technical cooperation projects to end-beneficiaries: bridging the gap between the normative and the operational in the UN system (case studies of two African countries) [A/57/497]; reform of the administration of justice in the UN system: options for higher recourse instances [A/57/441]; UN system revenue-producing activities [A/57/707]; management audit review of outsourcing in the United Nations, and UN funds and programmes [JIU/REP/2002/7]; review of management and administration in the Food and Agriculture Organization of the United Nations [JIU/REP/2002/8]; managing information in the UN system organizations: management information systems [JIU/REP/2002/9]; evaluation of UN system response in East Timor: coordination and effectiveness [JIU/REP/2002/10]; implementation of multilingualism in the UN system [JIU/REP/2002/11]; and common and joint services in the UN system organizations at Vienna [JIU/REP/2002/12]. JIU also issued notes on senior-level appointments in UN specialized agencies and the International Atomic Energy Agency [JIU/NOTE/2002/1]; UN system regional presence and coordination: the case of Arab countries

[JIU/NOTE/2002/2]; and the option of lump-sum payment as an alternative to the traditional ship-ment entitlements of staff: an overview of selected UN system organizations [JIU/NOTE/2002/3].

During 2002, JIU pursued comprehensive re-views of the administration and management of its participating organizations, and some of those re-ports had reinforced its role as a catalyst for the comparison and dissemination of best managerial, administrative and programming practices in the UN system, while others focused on a single or-ganization and analysed specific inefficiencies and possible remedies. JIU enhanced its interactions with representatives of Member States, meeting with them during the preparation of reports and/or during their presentation to legislative organs. It cooperated and coordinated with other UN system external and internal oversight bodies to ensure greater synergy and mutual complemen-tarities with them. The Unit continued efforts to establish a follow-up system for systematically tracking the implementation of its recommenda-tions. During the year, it reached agreement on the handling/follow-up of its reports with the secre-tariats of six organizations and was continuing dia-logue with others. JIU would start implementing the provisions in the procedures adopted by partic-ipating organizations and monitor compliance by their secretariats through two matrices it had de-veloped for that purpose.

On 26 March, the Secretary-General transmit-ted to the General Assembly the JIU work pro-gramme for 2002 [A/57/61]. On 20 August, he transmitted the preliminary list of potential re-ports for the JIU work programme for 2003 and beyond [A/57/321].

On 10 September [A/57/327], the Secretary-General transmitted to the Assembly information on the status of implementation of the recom-mendations contained in JIU reports on: coordi-nation at Headquarters and at the field level be-tween UN agencies involved in peace-building: an assessment of possibilities; fellowships in the UN system; the United Nations Office for Project Services; and more coherence for enhanced oversight in the UN system.

GENERAL ASSEMBLY ACTION

On 20 December [meeting 78], the General As-sembly, on the recommendation of the Fifth Com-mittee [A/57/640], adopted **resolutions 57/284 A** and **B** without vote [agenda item 119].

Joint Inspection Unit

A

Reports of the Joint Inspection Unit

The General Assembly,

Reaffirming its previous resolutions on the Joint In-spection Unit, in particular resolutions 50/233 of

7 June 1996, 54/16 of 29 October 1999, 55/230 of 23 December 2000 and 56/245 of 24 December 2001,

1. *Takes note with appreciation* of the report of the Joint Inspection Unit for 2001;

2. *Takes note* of the note by the Secretary-General transmitting the programme of work of the Unit for 2002;

3. *Also takes note* of the note by the Secretary-General transmitting the preliminary listing of poten-tial reports for the programme of work of the Unit for 2003 and beyond;

4. *Takes note in particular* that, as noted in the pre-liminary listing of potential reports for the pro-gramme of work of the Unit for 2003 and beyond and reaffirmed by the Chairman of the Unit, the prelimi-nary listing is of a tentative nature and does not neces-sarily imply that the Unit is committed to taking up those subjects;

5. *Takes note* of the report of the Secretary-General on the implementation of the recommendations of the Unit;

6. *Reiterates its request* to the executive heads of par-ticipating organizations to observe fully the time frame for submitting their comments, as called for in arti-cle 11, paragraphs 4 (d) and (e), of the statute of the Unit;

7. *Reiterates* the need for the Unit to place emphasis in its work on well-defined and timely items of high priority, identifying concrete managerial, adminis-trative and programming questions aimed at providing the General Assembly and other legislative organs of participating organizations with practical and action-oriented recommendations;

8. *Stresses* the need for the Unit to pay special atten-tion to the preparation of reports that are more evaluation-oriented;

9. *Invites* additional efforts by the Unit, the bureaux of the legislative organs and the secretariats concerned to ensure that the relevant reports of the Unit are sub-mitted to the legislative organs of participating organi-zations and that those organs take specific action on the recommendations contained in the reports;

10. *Welcomes* the efforts of the Unit to implement the follow-up mechanisms described in paragraphs 24 and 25 of its report for 2001 so as to ensure the system-atic tracking of the status of implementation of the Unit's recommendations;

11. *Takes note* of the information contained in para-graphs 27 to 32 of the report of the Unit regarding the proposed new procedure for handling comments of the participating organizations on the findings and recom-mendations of the Unit, and invites the Unit to provide detailed information on the new procedure in compar-ison with the current procedure, together with the com-ments of the United Nations System Chief Executives Board for Coordination thereon, for consideration by the General Assembly at its fifty-eighth session;

12. *Reiterates its request* to the executive heads of the participating organizations that have not yet done so to take the steps necessary to facilitate the consideration of and action on the system of follow-up to the reports of the Unit, and invites the legislative organs concerned to consider the system and take action in that regard;

13. *Requests* the Secretary-General to transmit the present resolution to the executive heads of the other participating organizations for their attention;

14. *Requests* the Unit to report to the General Assembly, in its next annual report, on the implementation of the present resolution.

B

Enhancing governance oversight role: structure, working methods and practices on handling oversight reports

The General Assembly,

Having considered the report of the Joint Inspection Unit entitled “Enhancing governance oversight role: structure, working methods and practices on handling oversight reports” and the comments of the United Nations System Chief Executives Board for Coordination thereon, as well as the related report of the Advisory Committee on Administrative and Budgetary Questions,

1. *Takes note* of the report of the Joint Inspection Unit entitled “Enhancing governance oversight role: structure, working methods and practices on handling oversight reports” and the comments of the United Nations System Chief Executives Board for Coordination thereon;

2. *Concurs* with the observations and views of the Advisory Committee on Administrative and Budgetary Questions contained in paragraphs 9 to 11 of its report;

3. *Reaffirms* its decision, contained in paragraph 5 of its resolution 50/233, to consider the thematic reports of the Unit under the relevant agenda items.

Also on 20 December, the Assembly decided that the item entitled “Joint Inspection Unit” would remain for consideration during its resumed fifty-seventh (2003) session (**decision 57/585**).

Intergovernmental machinery

Revitalization of the work of the General Assembly

In 2002, the General Assembly continued to consider the revitalization of its work during open-ended informal consultations of the plenary (May/June). In a July note on the outcome of those consultations [A/56/1005], the Assembly President drew attention to the adoption on 8 July of Assembly **resolution 56/509** (see p. 1429), by which it decided that the Assembly’s President, Vice-Presidents and Chairmen of the Main Committees would be elected at least three months before the opening of a regular session. The Assembly President stated that the change constituted a major step towards strengthening the Assembly by enabling smooth transitions between successive Presidencies and thus encouraging the President and other officers to play their role in a much more efficient manner.

An annex to the note outlined the principal elements discussed during the open-ended infor-

mal consultations. Suggested reform measures included that the Assembly President should meet regularly with the Chairmen of the Main Committees, representatives of major groups and/or chairpersons of regional groups (on procedural questions) and with a representative of the Secretary-General in order that conferences, the Assembly’s regular and special sessions, and summit follow-ups could be better planned; regular meetings should be held with the Presidents of the Security and Economic and Social Councils and with the Secretary-General to discuss the revitalization of the work of the Organization; the Assembly President should endeavour to be in New York on a more or less permanent basis during Assembly sessions, establish informal relations with his/her prospective successor to ensure a smooth transition, and develop a comprehensive approach for the handing over of responsibilities, which should be facilitated by the early election of officers and the holding of meetings to discuss organizational matters; one or two UN Professional staff members should be assigned to the Office of the President for an extended period of at least three years initially; and the President should give clearly identified responsibilities to the Vice-Presidents. The note suggested that the General Committee convene regularly and informally to propose modifications to the agenda and the outgoing Committee should work informally with prospective incoming members on the next session’s agenda. In organizing debates, efforts should continue to reduce agenda items and group them by subject and/or take them up on a biennial or triennial basis. For periodic items, most routine speeches could be eliminated by representatives informing the Secretariat that their position was consistent with that of past years while, for “urgent” items, speeches should take into consideration responses and comments of previous speakers. To promote interactive debates, Member States could voice their opinion or comment on presentations by other groups or countries by short additional statements delivered in the plenary from the seat of the delegation concerned. In addition, the Assembly President could organize informal meetings or round tables to study matters of topical interest. The rules of procedure should be used to promote the effective and constructive conduct of the Assembly’s work. Secretariat reports should be concise, operational and analytical and, with the exception of financial reports, the Assembly should set page limits within the framework of the 16-page rule set by resolution 53/208 B [YUN 1998, p. 1353], among others. Reports should conclude with recommendations for action by the Assembly to facilitate the draft-

ing of its resolutions/declarations. The Assembly should avoid asking for too many reports from the Secretariat and could, in many cases, request oral reports. A list of the requested reports could be established to rationalize their preparation, and the President, incoming President and the Secretary-General could review it. The Secretariat should be encouraged to propose improvements to facilitate the Assembly's work. Regarding the budget, the note called for more involvement by the permanent representatives, better planning and improved organization of CPC and the medium-term plan to produce a strategic approach. Increased use of modern technology should be encouraged.

By **decision 56/480** of 6 September, the Assembly included in the draft agenda of its fifty-seventh (2002) session the item "Revitalization of the work of the General Assembly".

On 20 December, the Assembly decided that the item "Revitalization of the work of the General Assembly" would remain for consideration at its resumed fifty-seventh (2003) session (**decision 57/585**).

Review of Security Council membership and related matters

The Open-ended Working Group on the Question of Equitable Representation on and Increase in the Membership of the Security Council and Other Matters related to the Security Council submitted a report on its work during four substantive sessions held between 31 January and 13 June [A/56/47]. Discussions continued on the items under cluster I: decision-making, including the veto, the Council's expansion and periodic review of the enlarged Council; and those under cluster II: the Council's working methods and the transparency of its work. The Working Group had before it conference room papers prepared by its Bureau.

At its first session (31 January), the Working Group adopted its programme of work. At its second session (11-15 March), it began consideration of clusters I and II issues, which it continued at its third (13-17 May) and fourth (10-13 June) sessions on the basis of related conference room papers before it. The then Council President (Norway) and several Council members, at the invitation of the Working Group, discussed at the second session steps taken by the Council to ensure greater openness and transparency in its procedures and working methods. As a follow-up, the then Council President (Singapore) and two other Council members (Syrian Arab Republic, United Kingdom), at the Group's invitation, attended the third session to discuss additional questions raised by the Group. Italy and Japan

submitted proposals on cluster II issues at the third session, during which the Group also discussed a proposal by Grenada on the record-keeping practices of the Council's secretariat. The Group adopted its final report on 13 June and submitted it to the General Assembly.

By **decision 56/477** of 6 September, the Assembly welcomed the progress made by the Working Group as provisional agreement had been recorded on a large number of issues. Noting, however, that substantial differences remained on other issues, it urged the Group to continue efforts during its fifty-seventh (2002) session to achieve progress in all aspects of equitable representation on and increase in the membership of the Council and other related matters. The Assembly decided to continue consideration of the item during its fifty-seventh session and that the Group should continue its work, taking into account progress achieved during the Assembly's forty-eighth (1993) to fifty-sixth (2001) sessions, as well as the views to be expressed at the fifty-seventh session, and to report before the end of that session, including any agreed recommendations.

By **decision 57/585** of 20 December, the Assembly decided that the item would remain for consideration during its resumed fifty-seventh (2003) session.

Revitalization of the United Nations in the economic, social and related fields

Coordination segment of the Economic and Social Council

During the coordination segment of the Economic and Social Council, held from 10 to 12 and on 15 and 26 July with the theme "Strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role ascribed to it in the Charter of the United Nations as contained in the United Nations Millennium Declaration", panel discussions were held on improving the Council's role in the follow-up to the Millennium Declaration, adopted by the General Assembly in resolution 55/2 [YUN 2000, p. 49], and on the Council's reform.

The Council had before it a May report of the Secretary-General [E/2002/62], which described developments that posed new challenges to the Council and called for more flexible and responsive approaches to how it organized its work. He stated that reform measures over the past years had made the Council more effective in fulfilling its functions, but further steps were needed to meet the new challenges. He presented proposals as to how the Council could address issues related to follow-up to the Millennium Declaration, the

Monterrey Consensus, adopted by the International Conference on Financing for Development (see p. 953), the outcomes of the World Summit on Sustainable Development (see p. 821) and other recent conferences. Referring to his 2001 recommendation [YUN 2001, p. 49] that the Council, at a high-level segment of its annual substantive session, address the root causes of conflict and the role of development in promoting long-term conflict prevention, the Secretary-General suggested that the Council consider that proposal in selecting the theme for its high-level segment in 2003. He also proposed the creation of an ad hoc advisory group on African countries emerging from conflict (see p. 918). The Secretary-General also made recommendations with regard to greater flexibility in the scheduling of Council sessions and organizing the coordination segment so that it would be better able to address the follow-up to major UN conferences and summits. Other steps possible included: increased cooperation among the Security Council, the Economic and Social Council, and the General Assembly; improving the visibility and impact of the Council's operational activities and humanitarian affairs segments; and enhancing the effectiveness of the management of the work of its functional commissions. The report also suggested ways to increase the outreach of the Council to NGOs and civil society.

The Council also had before it the Secretary-General's 5 June consolidated report on the work of the functional commissions [E/2002/73]. The report identified common themes, issues and approaches that were under review in 2002 to assist the Council in providing policy guidance to the commissions and in coordinating their work. It provided an overview of the procedural aspects of their work, including their working methods and interaction among the commissions, as well as with the Council, and analysed the practice of the commissions in the preparation of draft resolutions for action by the Council and the Assembly. The report contained a number of recommendations for action by the Council.

The Council, by **decision 2002/291** of 26 July, took note of the Secretary-General's reports on further strengthening the Council and on the work of its functional commissions.

In agreed conclusions of 26 July [A/57/3/Rev.1 (agreed conclusions 2002/1)], the Council recognized that, to meet the challenges and opportunities of globalization and sustainable development and to promote the effective implementation of internationally agreed development goals, including those contained in the Millennium Declaration and the outcomes of all other major UN conferences and summits, it would need to build

on its achievements to further strengthen its role and impact. It stressed the importance of a more effective use of the existing structure—the Assembly, the Council and its subsidiary machinery—for a coordinated and integrated follow-up to and implementation of the commitments agreed at the Millennium Summit and other major UN conferences and summits to avoid overlap and redundancy and enhance effectiveness of actions at all levels. During its annual coordination segment, the Council should continue to review cross-cutting themes common to major international conferences and summits, which could be related to the theme of the high-level segment. In deciding on those themes, the Council should identify new and evolving issues that would add value to international efforts to achieve the internationally agreed development goals. The Council encouraged the United Nations, the World Bank, the International Monetary Fund and the World Trade Organization to address issues of coherence, coordination and cooperation, as a follow-up to the International Conference on Financing for Development (see p. 953), at the 2003 meeting between the Council and the Bretton Woods institutions. The Council undertook to examine the implications of the outcome of the World Summit on Sustainable Development (see p. 821) and underscored that the outcomes of the major UN conferences and summits should be fully taken into account in the operational work and country frameworks of UN system organizations. The boards of the funds and programmes should ensure that the policy guidance from the Assembly and the Council on the follow-up to conferences was translated into operational guidelines and programmes, to be kept under review by the Council. The Council should continue to ensure the harmonization, coordination and coherence of the agendas and work programmes of the functional commissions by promoting a clearer division of labour among them and providing clear policy guidance so that, together with its subsidiary machinery, it could serve as a coherent system for reviewing progress. The commissions should further enhance their role as the main forums for expert follow-up and review of UN conferences and summits. The Council would consider ways to enhance the effectiveness of the agreed outcomes of its coordination, humanitarian affairs and operational activities segments. In the absence of negotiated outcomes, the Council would invite its Bureau to prepare a factual summary on the basis of consultations with Council members. The Council invited the Bureau to submit, before the end of 2002, proposals for more effective meetings during and in preparation for its substantive sessions. It would hold an annual two-day interactive meeting, in-

cluding at a high level, on operational activities, as an integral part of its operational activities segment to allow policy makers to address development cooperation issues, and also hold an interactive dialogue with the heads of funds and programmes on thematic and coordination issues related to operational activities. The outcomes of the functional commissions should be considered in the general segment on the basis of their reports and the consolidated report on their work, which should identify cross-cutting policy issues, gaps/overlaps, and areas of complementarity and cooperation, focus on substantive issues and highlight coordination issues requiring the Council's attention. The items considered in the general segment should be streamlined, particularly by trans-

mitting to the Assembly items more appropriately considered by it and avoiding addressing the same issues in more than one segment, unless specifically decided.

The Council called for greater overall coherence among the reports requested and those presented to the Council and for streamlining documentation. It invited the Secretariat to submit consolidated reports in response to related mandates. The reports of the functional commissions should focus on substantive issues and highlight coordination, coherence and harmonization issues requiring the Council's attention. The Bureau and the Secretariat should ensure the dissemination of the outcomes of the Council to a broader audience.