

TENTH SESSION
9 - 30 June 1970

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<u>No. of decision</u>	<u>Title</u>	<u>Page</u>
70/18	UNDP (Special Fund) programme	107
70/19	Pre-project activities	107
70/20	UNDP (Technical Assistance) programme: regional and interregional projects	107
70/21	Financial position of UNDP for 1969 and report on the Revolving Fund	108
70/22	Adjustment of targets under the Technical Assistance component for 1970	108
70/23	Resources and earmarkings	109
70/24	United Nations technical co-operation activities	109
70/25	United Nations Capital Development Fund	110
70/26	Office accommodations for UNDP headquarters	110
70/27	Feasibility of creating an International Corps of Volunteers for Development	110
70/28	Reports of the Joint Inspection Unit	111
70/29	Centralized UNDP Trust Fund for the Libyan Arab Republic	111

<u>No. of decision</u>	<u>Title</u>	<u>Page</u>
70/30	Establishment of an emergency fund for disasters by the Members of the United Nations	111
70/31	Assistance from UNDP in connection with the natural disaster in Peru	113
70/32	Date and place of the eleventh session of the Governing Council	113
70/33	Provisional agenda for the eleventh session of the Governing Council	114
70/34	The capacity of the United Nations development system	116

70/18. UNDP (Special Fund) programme

40. At its 210th meeting, the Governing Council, subject to the observations and reservations expressed on some projects:

(a) Approved the proposed programme (see annex II) with the provision that approval of the project for Nigeria, Air Transportation Support Training and Maintenance (NIR 44), shall be effective when the formalities regarding the request have been completed;

(b) Authorized the Administrator to make the appropriate arrangements with the Governments and Participating and Executing Agencies for the execution of those projects;

(c) Noted the re-designation as project COB 20 of the request approved at the eighth session under the title Realignment of the Congo-Ocean Railway (REG 167) and authorized the retention of the earmarking of \$829,000 for implementation of the project; and

(d) Approved the Administrator's recommendations for the waiver of local costs, and, in addition, approved the waiver of local costs for the project in Peru: PER 38, Planning of Human Resources (DP/SF/R.10/Add.38).

210th meeting
10 June 1970

70/19. Pre-project activities

41. The Council also took note of the pre-project activities referred to in document DP/SF/R.10/Corr.2.

210th meeting
10 June 1970

70/20. UNDP (Technical Assistance) programme:
regional and interregional projects

50. At its 210th meeting, the Governing Council approved the regional and interregional project recommendations of the Administrator (DP/TA/L.27 and Corr.1 and 2).

210th meeting
10 June 1970

70/21. Financial position of UNDP for 1969 and report on the Revolving Fund

61. At its 210th meeting, the Council

(a) Took note of documents DP/L.131 and Add.1; and

(b) Took note of the decision of the Administrator to adjust by the amount of \$42,000 the total amount of voluntary contributions for the years 1957, 1958 and 1959.

210th meeting
10 June 1970

70/22. Adjustment of targets under the Technical Assistance
component for 1970

64. At its 210th meeting, after a brief discussion, during which revised country targets for 1970 were noted, the Council:

(a) Approved an increase in the 1970 target of Equatorial Guinea to \$450,000; and

(b) Approved a target of \$650,000 for UNCTAD regional and interregional projects in 1970.

210th meeting
10 June 1970

70/23. Resources and earmarkings

70. At its 211th meeting, the Governing Council:

(a) Took note of the Administrator's revised estimate of UNDP resources for 1970 submitted under document DP/L.141;

(b) Approved the following earmarking of funds against those resources:

I. For the Special Fund programme:

- | | |
|--|--------------|
| (i) For the projects approved at the tenth session as listed in annex II | \$43,765,000 |
| (ii) For the contingency reserve (8 per cent of the above amount) | 3,501,200 |

II. For the Technical Assistance component:

- | | |
|--|------------|
| (i) To supplement approved country and regional targets | \$ 490,000 |
| (ii) To adjust the provisional earmarking for restoration to the Revolving Fund for contingency allocations issued in 1969 | (742,124) |

Total earmarkings	<hr/> \$47,014,076 <hr/>
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211th meeting
11 June 1970

70/24. United Nations technical co-operation activities

119. At its 223rd meeting, the Council took note of the report of the Secretary-General (DP/RP/9 and Corr.1 and Add.1).

223rd meeting
22 June 1970

70/25. United Nations Capital Development Fund

127. At its 224th meeting the Council took note of the report of the Administrator (DP/L.139).

224th meeting
22 June 1970

70/26. Office accommodations for UNDP headquarters

85. At its 226th meeting, upon completion of its discussion, the Governing Council decided, by a vote of 17 in favour, 12 against and 6 abstentions, to defer to its eleventh session the examination of UNDP participation in the amount of \$10 million in the financing of construction costs for the proposed new office building to be erected at United Nations Headquarters.

226th meeting
23 June 1970

70/27. Feasibility of creating an International Corps of Volunteers for Development

151. At its 228th meeting, subject to observations and reservations expressed in the course of the discussions:

(a) The Governing Council took note of the Secretary-General's report (E/4790) and the note by the Administrator (DP/L.135) and also the statements by the Commissioner for Technical Co-operation and the Administrator;

(b) Considering that decisions on this question would be taken by the Economic and Social Council, the Council recognized that in the light of these decisions the Administrator might be called upon to undertake the development of specific proposals for programming, operation and management of volunteers within UNDP projects at the request of recipient Governments. The Council expressed its willingness to consider these proposals in the light of their financial and other implications for UNDP resources at its eleventh session.

152. The representatives of the People's Republic of the Congo and the Union of Soviet Socialist Republics stated that, as they could not support the summary statement, they would abstain. The representative of France explained that his acceptance of the summary statement was limited to recognition that the object of the statement was to define the basis of some possible action by UNDP if the Economic and Social Council took favourable decisions concerning the proposed international corps of volunteers for development, but it did not prejudice his Government's position at the Economic and Social Council.

228th meeting
24 June 1970

70/28. Reports of the Joint Inspection Unit

179. At its 228th meeting, the Governing Council took note of the note by the Administrator on the reports of the Joint Inspection Unit (DP/L.137) and decided to postpone its consideration of this question until its twelfth session.

228th meeting
24 June 1970

70/29. Centralized UNDP Trust Fund for the Libyan Arab Republic

183. At its 229th meeting, the Council took note of document DP/L.136 and approved the recommendations contained therein.

229th meeting
25 June 1970

70/30. Establishment of an emergency fund for disasters by the Members of the United Nations

175. The resolution adopted by the Council reads as follows:

The Governing Council,

Bearing in mind the distress felt by all mankind at the news of the earthquake that resulted in the loss of over 60,000 lives and the devastation of an area covering almost 100,000 square kilometres in Peru, leaving tremendous material damage in its wake,

Bearing in mind that this catastrophe befell Peru at a time when it was carrying out a major development effort, and has obliged the Peruvian Government and people to concentrate all their energies on the reconstruction of the destroyed areas,

Bearing in mind that the United Nations lacks adequate machinery to undertake commitments of the magnitude necessary for the reconstruction of the devastated regions of Peru,

Considering that the international community must find the means for Peru to receive the necessary aid, in keeping with the sympathy expressed by all peoples of the world at the Peruvian tragedy and the desire of those peoples to help as best they can in the rehabilitation of that country,

1. Decides to request the Economic and Social Council to recommend to the Members of the United Nations to establish an emergency fund for disasters, to be made up of voluntary contributions by all Members of the United Nations and of the specialized agencies. The first task of this fund would be to provide Peru, through the Secretary-General of the United Nations and up to the limit of what is available, with the resources of all kinds - including technical assistance - which are needed for the reconstruction of the devastated areas, in accordance with such projects as the Government of Peru and UNDP may prepare. The fund, which will be made available to Peru on a non-reimbursable basis would consist of contributions both in freely convertible currency and in local currency to be used for the acquisition and transport of equipment and raw materials and for other services needed for the reconstruction projects. It would also include payment by the contributing countries of the cost of sending the necessary experts for the above-mentioned technical assistance. Contributions may also include other types of assistance, such as supplies, equipment and technical personnel for emergency situations;

2. Recommends that the Economic and Social Council request the Secretary-General of the United Nations to undertake to promote this fund among States Members of the United Nations and of the specialized agencies.

234th meeting
27 June 1970

70/31. Assistance from UNDP in connection with the natural disaster in Peru

176. At its 234th meeting, the Governing Council expressed its satisfaction that the Administrator was taking steps to meet the requests of the Government of Peru relating to the reconstruction works provided for in its initial emergency programme, and that he was giving special consideration to the requests for assistance submitted and to be submitted by Peru in connexion with its special medium- and long-term rehabilitation programme. The Council decided that, in addition to the activities qualifying for financing from the Revolving Fund, as expressed in the decision of the Council at its eighth session, there should be included preproject activities of an urgent nature arising from the emergency situation caused by earthquakes in Peru; and, that the size of the Revolving Fund should be increased from the present level of \$12 million to \$14 million.

234th meeting
27 June 1970

70/32. Date and place of the eleventh session of the Governing Council

185. At its 238th meeting, the Council decided to hold its eleventh session from 14 to 29 January 1971 at United Nations Headquarters.

238th meeting
30 June 1970

70/33. Provisional agenda for the eleventh session of the Governing Council

187. The draft provisional agenda which was before the Council for consideration was presented on the understanding that actions arising from decisions to be taken by the Governing Council at the tenth session with respect to the introduction of country programming, the establishment of indicative planning figures, disposition and management of UNDP resources, organization of UNDP, and implementation, would be included in this agenda, as appropriate, either as separate items or as sub-items. The provisional agenda read as follows:

1. Opening of the session
2. Election of officers
3. Adoption of the agenda
4. Programme recommendations of the Administrator
 - (a) Consideration of individual projects of the UNDP (Special Fund) programme in private meetings
 - (b) Approval of UNDP (Special Fund) programme recommendations
 - (c) Approval of UNDP (Technical Assistance) regional and inter-regional project recommendations of the Administrator
5. Financial matters
 - (a) Contributions
 - (b) Status of resources and earmarkings for 1971
 - (c) Initial estimates of resources for 1972 and approval of their distribution
 - (d) Local costs assessments
 - (e) Audit reports

6. Administrative and budgetary matters

Budget estimates for the Administrative and Programme Support Services of the UNDP for the year 1971
7. Review of supporting services
 - (a) Personnel for development assistance
 - (b) Accounting systems
 - (c) Management information systems
8. UNDP participation in the financing of construction costs for the proposed new office building to be erected at United Nations Headquarters
9. Information paper on action taken in 1970 by organs of the United Nations and related agencies on matters relating to the United Nations Development Programme
10. United Nations regular programme of technical co-operation
11. International corps of volunteers for development
12. United Nations Capital Development Fund
13. Date and provisional agenda of the twelfth regular session of the Governing Council
14. Other matters
15. Draft report of the Governing Council to the fifty-first session of the Economic and Social Council.

238th meeting
30 June 1970

70/34. The capacity of the United Nations development system

94. At its 239th meeting, the Governing Council, taking into account the observations and reservations expressed during its discussions, approved the following draft resolution and the consensus annexed thereto, which it recommends for adoption by the Economic and Social Council:

The Economic and Social Council,

Having considered the report of the Governing Council of the United Nations Development Programme concerning the capacity of the United Nations development system;

Noting that some questions remain to be settled within the framework of the examination of this subject:

1. Endorses the provisions drawn up by the Governing Council concerning the Programme;

2. Recommends the adoption by the General Assembly of the following draft resolution:

The General Assembly,

Having considered the reports of the Governing Council of the United Nations Development Programme and of the Economic and Social Council concerning the capacity of the United Nations development system;

Noting that some questions remain to be settled within the framework of the examination of this subject;

Approves the provisions annexed hereto concerning the United Nations Development Programme and declares that such provisions shall apply to activities of the Programme commencing from 1 January 1971, taking into account the transitional measures in those provisions;

Requests the Governing Council to prepare for consideration by the General Assembly, if possible at its twenty-sixth session, a draft omnibus Statute for the Programme, incorporating the provisions annexed hereto and appropriate provisions from past resolutions relating to UNDP.

239th meeting
30 June 1970

ANNEX

Consensus Approved by the Governing Council

I. THE UNITED NATIONS DEVELOPMENT CO-OPERATION CYCLE

1. The formulation of the UNDP country programme is the first phase of a process which may be called the United Nations Development Co-operation Cycle. The other phases are project formulation, appraisal and approval, implementation, evaluation and follow-up. The Cycle will also include periodic reviews. The scope of the Cycle might expand as envisaged in paragraph 2 below.

II. UNDP COUNTRY PROGRAMMING

General principles

2. UNDP country programming means the programming of UNDP assistance at the country level. It involves the identification of the role of UNDP inputs specified areas within the country's development objectives.

3. Country programming will be used as a means to achieve the most rational and efficient utilization of resources at the disposal of UNDP for its activities in order to have the maximum impact on the economic and social development of the developing country concerned.

4. Country programming will be based on individual national development plans, or, where these do not exist, on national development priorities or objectives.

5. It is recognized that the Government of the country concerned has the exclusive responsibility for formulating its national development plan or priorities and objectives. Individual developing countries should have, at their request, assistance from the United Nations, including the regional economic commissions and the United Nations Economic and Social Office in Beirut, in the general field of planning and from the specialized agencies in sectoral planning.

6. The programming of UNDP assistance will be carried out in each country within the framework of indicative planning figures constituting an order of magnitude of the resources expected to be available from UNDP during the programme period.

7. The UNDP country programme, based on national development plans, priorities or objectives and on the indicative planning figures, will be formulated by the Government of the recipient country in co-operation, at an appropriate stage, with representatives of the United Nations system, the

latter under the leadership of the Resident Representative of UNDP; it should coincide, where appropriate, with the period of the country's national development plan. The formulation of the country programme should involve

- a broad identification of the needs which arise out the country's objectives in particular sectors, within the framework of its over-all development objectives, and which might appropriately be met by UNDP assistance;
- as precise an indication as possible of the internal inputs, UNDP inputs and wherever possible other United Nations inputs to meet these needs;
- a preliminary list of projects to be subsequently worked out for financing by the UNDP to implement the country programme.

8. The country programme of UNDP assistance should support activities which are meaningfully related to the country's development objectives. This implies that the assistance provided by UNDP constitutes a programme which receives its coherence and balance from its relationship to these national objectives.

9. In the process of country programming, efforts should be made at all levels to co-ordinate all sources of assistance in the United Nations system, with a view to achieving integration of the assistance at the country level.

10. It will be for the Government to take into account, while preparing the country programme, other external inputs, both multilateral and bilateral.

11. The Resident Representative will transmit the UNDP country programme to the Administrator who in turn will submit it, with his recommendations, to the Governing Council for its consideration and approval. Approval will cover the entire period of the programme, with provision for periodic reviews aimed at possible adjustments. With the agreement of the country concerned, the Administrator, in submitting the UNDP country programme for consideration and approval, will invite the Governing Council's attention to details of any other related programme of United Nations assistance.

12. The assistance of UNDP must be sufficiently flexible to meet unforeseen needs of recipient countries or exceptional situations, which country programmes could not take into account.

Indicative planning figures

13. For the purpose, among others, of establishing the indicative planning figures, any distinctions between the Technical Assistance and Special Fund components will be eliminated. The resources to be devoted to country programming will be a specified percentage of the total resources for the current year, projected over a given period of time and including a rate of growth per annum over that period, one of the assumptions being that the resources of the Programme will increase at least at the same rate as the average of the last few years.

14. The indicative country planning figures should not be construed as representing a commitment, but as a reasonably firm indication for the purpose of forward programming.

15. The indicative planning figures will be proposed by the Administrator to Governments on the basis of the criteria and guidelines as established from time to time by the Governing Council. There should be some flexibility in determining the level of resources available for indicative planning figures. After taking into account any comments which Governments may wish to make in regard to the figures, the Administrator will submit his final indicative planning figures for each country for approval by the Governing Council; wherever possible the country programme concerned will be approved at the same time.

16. As an experimental basis for the first series of indicative planning figures, the Administrator will calculate the percentage devoted to each country of the total earmarkings of programmed resources (i.e. Technical Assistance country targets plus Special Fund project earmarkings) during the five years 1966-1970, including projects approved by the Governing Council at its eleventh session. He will apply this percentage in each case to resources estimated, in accordance with the procedure laid down in paragraph 13 above, to be available for country programming for a period of from three to five years consistent with the period of the country's development plan or development programme in order to obtain a preliminary indicative planning figure for each country for that period. He will scrutinize these figures in the light of existing criteria for the allocation of resources and adjust them where necessary to avoid arbitrarily projecting any exceptional present country situations, to correct any inequities due to historical circumstances, and in particular to ensure that special consideration is given to the situation of the least developed countries and of newly independent countries whose lack of an adequate administrative infrastructure has prevented them from taking proper advantage of UNDP assistance.

17. The figures will be reviewed periodically in consultation with the Government concerned, by the Administrator and the Governing Council, in the light of progress in the implementation of the country programme.

Formulation, appraisal and approval of projects

18. Project formulation will be an on-going process and need not await the approval of the country programme. To ensure the soundness of project formulation it will be carried out at the country level. Association of various kinds of expertise with the formulation of a particular project will be only at the specific request of the Government which, in the light of the expertise available locally, is in the best position to know the type of expertise required.

19. The appraisal of each project will be, to the fullest extent possible, an integral part of the process of formulation of the project. Thus smaller projects, up to a specified cost limit, will be appraised on behalf of UNDP by the Resident Representative with the assistance of competent technical expertise whenever necessary. Responsibility for the appraisal of larger projects will rest with the Administrator.

20. The Governing Council alone is empowered to approve projects submitted by countries to UNDP for consideration. The Governing Council, while retaining this authority, delegates for three years to the Administrator authority to approve projects within country programmes. Nevertheless the Council and the requesting Government reserve the right to request the Administrator to submit particular projects of whatever magnitude to the Council for its consideration and approval. Also, the Administrator may bring to the Council any project which, because of its policy implications or the magnitude of its impact on the country programme as a whole, deserves the Council's consideration and approval. The Administrator will, to the maximum extent feasible, which will be determined and indicated by him to the Governing Council in due course, delegate the authority to approve projects to the Resident Representatives. The Governing Council will be informed as soon as possible of all project decisions completed under its delegation of authority.

III. INTER-COUNTRY PROGRAMMING

21. Inter-country programming is the programming of UNDP assistance for groups of countries on a sub-regional, regional, interregional or global basis. Such assistance will be provide through sub-regional, regional, interregional and global projects at the request of at least two Governments, taking into account the equitable distribution of resources among regions.

22. The programming of such assistance will be based broadly on the same general principles as set out above for country programming, particularly in that it will be systematically related to the development priorities of the countries concerned and as far as possible planned in advance over a period of years.

23. The procedures for the formulation, appraisal and approval of inter-country projects will follow, in their relevant aspects, the same general lines as for projects within country programmes, and will be subject to criteria and guidelines established from time to time by the Governing Council. However, all global projects will require specific approval by the Governing Council.

IV. OVER-ALL DISPOSITION AND MANAGEMENT OF UNDP RESOURCES

(a) Over-all disposition of resources

24. The total resources available for programming will be divided between country programming on the one hand and, on the other, inter-country programming, consisting of sub-regional, regional, interregional and global projects.

25. Initially, and until further review by the Governing Council, at least 82 per cent of the net resources available each year, after deduction of UNDP programme support costs and administrative costs, as well as resources to meet the requirements set out in paragraph 27 below, will be set aside for country programming and at most 18 per cent for inter-country programming, it being understood that these proportions are intended as a planning guide.

26. Sub-regional, regional and interregional projects, particularly those designed by interested countries to accelerate the process of economic and social integration and to promote other forms of regional and sub-regional co-operation, will have the first claim on the resources for inter-country programming. Global projects will come next in the order of priority. Subject to review by the Governing Council from time to time, the amount to be allocated for global projects should not exceed 1 per cent of the net resources available for programming.

27. It will be necessary to make provision to meet unforeseen needs, to meet special needs of the least developed of the developing countries, and to finance unanticipated projects of phases of projects, particularly projects of the Special Industrial Service type, which could have a catalytic role in the economic development of the country concerned. At the eleventh session of the Governing Council the Administrator will make proposals on the manner in which resources to meet such requirements, as well as to maintain under present arrangements the programme of Special Industrial Services at least at the present level, will be made available.

(b) Full utilization of resources and financial control

28. All financial resources of the programme are to be available at all times to the maximum possible extent for programme purposes, subject only to the maintenance on a continuous basis of an Operational Reserve. After provision has been made annually for UNDP programme support and administrative costs, and for replenishment of the Operational Reserve, all resources not otherwise committed will be utilized for project activities.

29. The purpose of the Operational Reserve is to guarantee under all circumstances the financial liquidity and integrity of the Programme, to compensate for uneven cash inflows, and to meet such other requirements as may be decided upon by the Governing Council at a subsequent stage. The Council will keep under constant review the size and composition of the Reserve, basing itself on the planning of payment authorizations and expenditures for the following financial year. At the outset, and pending receipt of a more detailed analysis from the Administrator of the financial position of the UNDP up to the end of 1970, the Council, as an interim measure, authorizes the establishment of an Operational Reserve of \$150 million in all categories of resources, the composition of which is to be determined and maintained by the Administrator in accordance with sound principles of financial management, this level to be reviewed at the Council's twelfth session in the context of the financial review referred to above.

30. Full responsibility for proper utilization of funds of the Programme and for the exercise of financial and accounting controls will be centered on the Administrator. The Secretary-General of the United Nations will continue as custodian of UNDP funds, but decisions regarding the UNDP investment portfolio and currency management will be reached in agreement with the Administrator, subject to a full report on this arrangement and review by the Governing Council at its twelfth session.

31. In presenting to the Governing Council forecasts of expenditure and requests for earmarkings, the Administrator will distinguish clearly among the

following types of expense: (a) project costs, (b) programme support costs, including overhead and consultative services costs, and (c) administrative costs.

(c) Local costs assessments

32. Specific recommendations will be made by the Administrator to the Council at its eleventh session on the formula to be followed for local costs assessments, which should make provision for simplified application of full or partial waivers of local costs, taking into account those cases where undue burdens would otherwise be placed on the recipient Government.

(d) Agency overhead costs

33. The Administrator will consult with the Participating and Executing Agencies and the ACABQ with a view to arriving at new methods for calculating appropriate reimbursement for project implementation and for advisory services involving programming, project formulation and policy development. The prospect of entering into general compensatory arrangements for advisory services and separate specific arrangements for reimbursements of costs in connexion with project execution will be explored. The solution worked out should not be considered as binding until it has been submitted to the Council for consideration and approval, accompanied by a report on the kinds of services to be reimbursed.

34. The Administrator will co-operate to the fullest degree in efforts to achieve common budgeting policies and accounting systems throughout the United Nations family of organizations.

V. IMPLEMENTATION OF UNDP ASSISTANCE

Responsibility of the Governing Council

35. The Governing Council has over-all responsibility for ensuring that the resources of UNDP are employed with maximum efficiency and effectiveness in assisting the development of the developing countries.

36. To this end, the principal responsibilities of the Governing Council remain as stated in the relevant resolutions of the General Assembly. In the context of the principles of country and inter-country programming set out above, and of the implementation of assistance so provided, the Governing Council will consider and approve country programmes, including indicative country planning figures, approve certain projects included in the programmes in accordance with the provisions of paragraphs 20 and 23, exercise effective operational control, including periodic reviews of the country programmes and make broad allocation of resources and control their use.

Responsibility of the Administrator

37. In addition to the responsibilities to be delegated to him by the Governing Council, the Administrator will be fully responsible and accountable to the Governing Council for all phases and aspects of the implementation of the Programme.

Role of United Nations organizations in implementation

38. The role of the organizations of the United Nations system in the implementation of country programmes should be that of partners, under the leadership of the UNDP, in a common endeavour of the entire United Nations system. Their advice should be available to the Administrator in the implementation of all projects, as appropriate, whether executed by them or not.

Selection and accountability of executing agents

39. The Administrator will consult the Government in each case on the selection of the agent by which UNDP assistance to each project will be implemented.

40. The appropriate organizations of the United Nations system will, subject to this procedure, have first consideration as executing agents.

41. When necessary to ensure the maximum effectiveness of UNDP assistance or to increase its capacity, and with due regard to the cost factor, increased use may appropriately be made of suitable services obtained from governmental and non-governmental institutions and firms, in agreement with the recipient Government concerned and in accordance with the principles of international competitive bidding. Maximum use should be made of national institutions and firms, if available, within the recipient countries.

42. In cases where expertise or services are required which are not available in adequate kind, quantity and quality within the United Nations system, the Administrator will, in agreement with the Government concerned, exercise his authority to obtain them, while inviting, in appropriate cases, the relevant United Nations organization to provide complementary support.

43. Every executing agent will be accountable to the Administrator for the implementation of UNDP assistance to projects.

44. In the selection of individual experts, institutions or firms, in the procurement of equipment and supplies and in the provision of training facilities, the principle of equitable geographical distribution, consistent with maximum effectiveness, will be observed.

Availability and quality of international and national project personnel

45. The Administrator should intensify efforts in co-ordination with the appropriate organs of the system and should develop suitable proposals for consideration by the Governing Council, to improve the availability, briefing,

refresher training and procedures for punctual recruitment of well-qualified international project personnel. These should particularly take into account the desirability of increasing the number of personnel recruited from the developing countries. The Administrator should also pay particular attention to such factors as the personal suitability of candidates, including their motivation and adaptability; the need for realistic job descriptions and reporting dates; prompt decisions on candidates by the agencies and requesting Governments; and conditions of service that will attract and retain candidates for whose services there is a world-wide demand.

46. In suitable cases, qualified nationals may be designated as project managers, assisted by international specialists.

47. Where necessary, and upon the request of the recipient Government, consideration should be given by UNDP to training suitable counterpart personnel as an integral part of a UNDP-assisted project, including its planning phase, so that they will be qualified to participate in and ensure effective execution of the project.

48. Since there is no set formula for the proportions of international personnel, fellowships and equipment for a particular project and no ceiling on the ratio of the value of equipment in relation to the total cost of a project, UNDP pre-investment assistance should be sufficiently flexible so that in appropriate cases, it may consist of the supply of equipment alone as part of an integrated pre-investment project. In the latter case, particular attention should be given to the availability of personnel qualified to use the equipment or to train personnel in its use in recipient countries.

Operational control and assessment of results

49. The monitoring of project assistance, insofar as it is required for the discharge by the Administrator of his responsibility for operational control, will normally be carried out at the country level by the Resident Representative.

50. Evaluation carried out within the United Nations system of UNDP-assisted activities will only be made with the agreement of the Government concerned. This will be carried out jointly by the Government, UNDP, the United Nations agency concerned and, where appropriate, the executing agent outside the United Nations system.

51. Such evaluation will be on a selective basis and restricted to the minimum essential for the improvement or follow-up of the projects concerned, for the needs of Governments, and for the improvement of the Programme. With the agreement of the Government concerned, the results will be communicated to the Governing Council for its information.

Investment and other follow-up

52. Provision for investment and other forms of follow-up to UNDP-assisted projects will, when necessary, be an integral part of the programming process and of the formulation, implementation and evaluation of the projects.

53. The Government in each case will be primarily responsible for all measures which should be taken at all stages of a project to ensure effective follow-up, including follow-up investment. It will be open to the Government to seek investment assistance from all available sources. No one source of follow-up investment financing should be regarded as the only acceptable source or as a source enjoying preference over others. The Administrator will assume full responsibility within the United Nations system, as its major source of pre-investment financing, for providing assistance and advice on behalf of the United Nations system on follow-up investment, with the agreement of the Government. UNDP will develop its expertise in this matter to ensure, in consultation with the Government, the early co-ordination, from the planning stage onwards, with potential bilateral and/or multilateral sources of finance for projects requiring follow-up investment.

VI. TIMING AND TRANSITIONAL MEASURES

54. The principles set out above, and the procedures to give effect to them, will be progressively applied from the date of their approval by the competent legislative organs of the United Nations. The Administrator will undertake as soon as possible the necessary measures so that, if possible, some country programmes will be submitted in time for consideration by the Governing Council at its twelfth session in June 1971.

55. In the transitional period, to ensure continuity of action by UNDP in meeting Governments' requests for assistance, the appraisal and approval of projects will be carried out in accordance with existing procedures. These transitional measures may be extended in cases where the Government wishes to start its country programme later than 1972, with the understanding, however, that the total amount of assistance to be provided from 1 January 1972 will be consistent with the indicative planning figures and that the existing distinctions between the two components of the Programme will have been eliminated.

VII. ORGANIZATION OF UNDP

56. The Governing Council recognizes its responsibility for policy formulation, determination of programme priorities, and review of implementation in both planning and practice. The decisions of the Council on country programming and its implementation have important organizational implications. The country programming approach implies that the Administrator will be fully accountable for the management of all aspects of the UNDP programme. At the same time, it will be necessary to bring about, within UNDP, greater decentralization of responsibility for programming and implementation from the headquarters to the country level. The application of the twin principle of the Administrator's full accountability for the programme and the decentralization to the country level will require certain modifications in the existing structure and procedures of the UNDP. A clear definition of functions and responsibilities at all levels of the Administration will therefore be necessary.

57. At the headquarters level, regional bureaux should be established to provide a direct link between the Administrator and the UNDP Resident Representative in all matters concerning field activities. In order to streamline channels of communication and expedite the decision-making process the heads of these bureaux should have direct access to the Administrator. To achieve the required degree of effectiveness of management of the bureaux, they should be headed by persons with the high qualifications and rank commensurate with their important responsibilities.

58. The country programming approach also implies that the UNDP should not only concern itself with current policy formulation, but should also be able constantly to analyse the main trends in the evolution of the programme in order to give it new directions and to explore new possibilities for making it more effective. To meet this need, a small but highly competent long-term planning staff should be established at the headquarters level under the direction of a senior official.

59. The country programming approach also envisages more rational and effective procedures for evaluation and follow-up. This as well as the need to maintain close relations with other collaborating organizations of the United Nations system must be fully reflected in the organizational restructuring at the headquarters level. The Administrator is invited to take the necessary steps in this direction and to submit further proposals to the Council.

60. The strengthening of the management of UNDP at the headquarters level, in view of the reform of the system and the expectation of a growing programme, should be achieved by securing the services of highly qualified and experienced staff with due regard to the principle of equitable geographical distribution and to the need for economy.

61. The Administrator should continue to have the authority to appoint and administer the staff of UNDP. For this purpose, he should have authority, in consultation with the Secretary-General, to frame such staff rules, consistent with the relevant principles laid down by the General Assembly of the United Nations, as he considers necessary to meet the special problems which arise in UNDP service.

62. As far as concerns the organization of UNDP at the country level, the Resident Representative will be re-designated as Resident Director of UNDP. His appointment by the Administrator will be subject to the prior approval of the Government concerned.

63. There should be the maximum possible delegation of authority to the Resident Director. His role therefore needs to be greatly strengthened. In this context his relationship with the representatives of other United Nations organizations in the field is of crucial importance. The Resident Director should be recognized as having full over-all responsibility for the UNDP programme in the country concerned and his role in relation to the representatives of the other United Nations organizations, where they are posted with the prior approval of the Government concerned, should be that of the leader of the team, taking into account the professional competence of these United Nations organizations and their relationship with appropriate

organs of Government. This role of leadership and over-all responsibility should extend to all contacts with the concerned authorities of Government in connexion with the UNDP programme, in regard to which he will be the principal channel of communication between the UNDP and the Government. The Resident Director should have ultimate authority on behalf of the Administrator for all aspects of the UNDP programme at the country level and should, subject to the agreement of the organizations concerned, be the central co-ordinating authority on their behalf for the other development assistance programmes of the United Nations system. In this connexion, the organizations in the United Nations system are requested to ensure that the Resident Directors of UNDP are consulted on the planning and formulation of development projects with which those organizations are concerned and they are supplied with reports on the execution of those projects as requested by Economic and Social Council resolution 1453 (XLVII).

64. The creation of new field offices or the enlargement of the existing ones should depend on the volume of UNDP operations in the particular country and should be undertaken with due regard to the need for economy. In strengthening of field offices, priority should be given to effective redeployment of existing staff.

65. IACB should continue to be the forum for inter-agency consultation and co-ordination relating to the UNDP programme. However, the IACB should undertake a thorough review of its basic functions and methods of work and its relationship with the Governing Council in the light of the new system of country programming of UNDP assistance and the need for the efficient implementation of the country programmes.

66. The Economic and Social Council is requested to recommend to all executing agencies that they review their organizational structures at the headquarters, regional and field levels with a view to adapting these structures to their increased operational activities financed by UNDP in the light of the relevant decisions of the Council on the capacity of the UNDP. While undertaking this review, they should be guided by the following considerations:

(a) Within each agency, one organizational unit should have an over-all responsibility for the implementation of UNDP projects;

(b) Higher efficiency and speedier implementation of projects should be achieved;

(c) Particularly, improvement should be sought in the swift recruitment and deployment of field staff;

(d) Administrative overhead costs involved in the execution of UNDP projects should be minimized in order to secure increased resources for direct assistance to recipient countries.

67. The Governing Council invites the Economic and Social Council to consider at its forthcoming summer session arranging an immediate enquiry into problems of the regional and sub-regional structures within the United Nations system which have a bearing on the improvement of the capacity of the United Nations development system.

