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Item 4 (a) (iii) of the
provisional agenda

PROGRAMME IMPLEMENTATION

IMPLEMENTATIONS OF DECISIONS ADOPTED BY THE GOVERNING
COUNCIL AT PREVIOUS SESSIONS

Review of the Committee of the Whole and its Working Group

Note by the Administrator

Summary

In accordance with a request of the Governing Council at its Organizational Meeting in February 1987, the Administrator has prepared this note to facilitate the Council's review of its decision 83/5, section III.A, paragraph 4, and decision 86/23 on the Committee of the Whole and its Working Group.

Introduction

1. At its thirtieth session, in 1983, the Governing Council decided, by paragraph 2 of section III.A, of decision 83/5, that for a trial period of three years it would resolve itself into a Committee of the Whole (COW) during regularly scheduled sessions of the Council in order to:

- (a) Consider major issues related to programme matters;
- (b) Review country, regional, interregional and global programmes and projects;
- (c) Review programme and project implementation;
- (d) Consider reports on evaluation studies; and
- (e) Deal with other matters related to the programme management of UNDP.

2. This decision was to be reviewed at the Council's thirty-third session in 1986 on the basis of experience gained with a view to examining the possibility of establishing a programme committee. The Council decided, however, in its decision 86/23, to extend the trial period of COW by another year in order to gain more experience. Thus COW and its Working Group (WG), established by Governing Council decision 85/17, are scheduled for review at the thirty-fourth session of the Council in June 1987. To assist it in its consideration of this matter, the Council asked the Administrator, at its organizational meeting for 1987, to prepare this note.

Organizational aspects of COW

3. COW is chaired by the President of the Council, assisted by the Council's Vice-Presidents. Participation in COW is open to all members of the Council and to other member States of the Programme. Agencies also participate in its deliberations. Although no list of participants is kept for COW, attendance by members of the Council and the Programme appears to have been comparable to that in plenary meetings.

4. COW receives the same conference facilities and interpretation services as the Council, but no official summary records are produced of its deliberations. Instead, as described in paragraph 13 below, a procedural report is submitted by the President of the Council to the plenary which contains the recommendations of COW.

Agenda

5. The Council agreed that COW would deal with the following agenda items during the course of its extended trial period:

1984: 4 (d) Programme implementation: evaluation;

5 (b) Programme planning: country and interregional programmes and projects.

1985: 4 (d) Programme implementation: evaluation;

5 (a) Programme planning: preparations for the fourth programming cycle;

5 (b) Programme planning: country and interregional programmes and projects.

1986: 5 (b) Relevant trends and problems in country programmes;

5 (b) Implementation of country programmes in various regions;

5 (b) All country and intercountry programmes, global and interregional projects;

4 (d) Evaluation matters.

1987: 5 (b) Relevant trends and problems in country programmes;

5 (b) Implementation of country programmes in various regions;

5 (b) All country and intercountry programmes, global and interregional projects;

4 (c) Evaluation matters.

Number of meetings

6. COW has met, in conjunction with the thirty-first, thirty-second, and thirty-third sessions of the Council, in 1984, 1985 and 1986 respectively, as well as the special session in 1987. The dates of the meetings of COW were 4 to 8 June 1984; 3 to 7 June 1985; 2 to 7 June and 16-17 June 1986; and 17 to 20 February 1987. For the thirty-fourth session, it is envisaged that COW will meet from 10-18 June 1987. In 1984, 11 meetings were held; in 1985, 10 meetings were held; in 1986, 15 meetings were held; and in February 1987, 7 meetings were held. In addition, 14 meetings are foreseen for the thirty-fourth session in June 1987.

7. Moreover, in 1984, COW met informally with four UNDP Resident Representatives (Benin, Bolivia, Philippines and Saudi Arabia). This number was five in 1985 (India, Botswana, Mali, Brazil and Egypt), nine in 1986 (Afghanistan, Somalia,

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Tunisia, China, Rwanda, Jamaica, Ethiopia, Peru and Yugoslavia), and four in February 1987 (Argentina, Egypt, Thailand and the United Republic of Tanzania). For June, it is also foreseen that several Resident Representatives will be present. Furthermore, a number of audio-visual presentations on UNDP field activities were made between 1984-1986.

Documentation

8. The documents before COW are official documents prepared for the regular session of the Council. These documents are listed in the attached annex I for the years 1984-1987.

Deliberations

9. Each document was introduced by an Assistant Administrator or the senior UNDP official concerned. For the consideration of all matters before the Committee, full information was made available by the administration and representatives of the countries concerned, which permitted an exhaustive examination of the various issues and programmes before the Committee. The subsequent debates were marked by broad participation by members of the Committee. Following the debate on the various items, the senior officials responded in detail to the points raised in the debate.

10. Discussion on country and intercountry programmes and projects was amplified in informal briefing meetings with the Resident Representatives. Delegations expressed their appreciation for the insight these meetings provided into the field-level operational activities of UNDP.

11. In 1985, the Committee also had a discussion on programming aspects in connection with the preparation for the fourth programming cycle (agenda item 5 (a)).

12. At the end of its deliberations, COW made recommendations to the Council on the various items referred to it. These recommendations are contained in reports of the President on the work and decisions of COW (DP/1984/L.7/Add.1 of 18 June 1984, DP/1985/L.8 of 20 June 1985, DP/1986/L.11, DP/1986/L.11/Corr.1 and Corr.2 of 26 June 1986, and DP/1986/L.4 and Corr.1 of 19 February 1987). These recommendations were considered by the Council which adopted them as decisions of the Council without further substantive debates, changes or amendments. (See reports of Council for 1984 (E/1984/20, paras. 59-61 and 65-70), 1985 (E/1985/32, paras. 70-72 and 77-79), and 1986 (E/1986/29, paras. 62, 65, 75-76, 77-79, 83-85, 103 and 120).)

Working Group

13. By its decision 85/17, the Governing Council established, on an experimental basis and within existing resources, a Working Group of COW consisting of 24 members of the Governing Council. This WG was established to facilitate and help expedite consideration of matters arising from the mandate of COW, particularly in respect of programming matters, other than country and intercountry programmes.

14. Subsequently, by its decision 86/1, the Council, in February 1986, decided on arrangements for the WG, including its membership and various organizational matters. (See annex II for the text of this decision.) For 1986, the membership of the WG was as follows: Argentina, Bangladesh, Benin, Brazil, Burundi, Canada, China, Denmark, Ethiopia, France, India, Jamaica, Japan, Mexico, New Zealand, Pakistan, Poland, Saudi Arabia, Swaziland, Sweden, Togo, Tunisia, Turkey, Union of Soviet Socialist Republics, United Kingdom, and the United States; and for 1987: Benin, Brazil, Burundi, Cameroon, Canada, Cape Verde, Chile, China, Cuba, Denmark, Federal Republic of Germany, India, Indonesia, Japan, Mexico, Netherlands, New Zealand, Poland, Republic of Korea, Sudan, Sweden, Switzerland, Thailand, Tunisia, Union of Soviet Socialist Republics, and the United States.

15. The WG held five sessions on the following dates: 24-25 February 1986; 24-26 March 1986; 15-17 September 1986; 11-13 February 1987 and 13-14 April 1987. The following items were assigned to the WG by COW:

- March 1986:
- (a) Implementation of the Substantial New Programme of Action for the 1980s for the Least Developed Countries;
 - (b) Evaluation;
 - (c) Management aspects of programme and project implementation.
- September 1986:
- (a) Management issues: delivery rates;
 - (b) Implementation of the UNDP programme;
 - (c) Equipment;
 - (d) Project personnel.
- February 1987:
- (a) Procurement of services and equipment;
 - (b) Project personnel;
 - (c) Project development facility;
 - (d) Co-ordination.
- April 1987:
- (a) Government execution;
 - (b) Implementation of the UNDP Programme: Update on the action plan for implementation of proposals to improve programme/project quality;
 - (c) Rates of programme delivery.

Assessment of COW and the WG

16. COW has worked smoothly in reviewing various items referred to it by the Council. Its deliberations have facilitated the approval of 86 country programmes (7 in 1984, 6 in 1985, 44 in 1986, and 29 in February 1987). Furthermore, COW took note of nine extensions of country programmes and the extension of one regional programme. Moreover, COW considered four regional programmes, the global and interregional programme and several projects, as well as other matters. In addition, 36 country programmes, one regional and several extensions are foreseen for consideration at the thirty-fourth session.

17. In reviewing these programmes, COW provided a less formal setting which stimulated a direct exchange of views and questions on substantive programme matters among delegations as well as between delegations and the administration. This was particularly true whenever UNDP Resident Representatives were available, at the informal sessions or in conjunction with their presentation of a country programme, to amplify the context in which these programmes operated and to provide details on all aspects of the programming and implementation process. At the informal sessions with Resident Representatives it was also possible to discuss operational matters in greater depth. The presence of Resident Representatives has also had the beneficial effect of generating a dialogue in the recipient country between various donors and the Resident Representative in preparation for COW's deliberations. Delegations may wish to consider, in their review of COW, whether in addition to these informal consultations COW itself facilitated a less formal and more substantive exchange of views than might have been possible in plenary.

18. While no formal records are kept of the debates on these programmes, UNDP keeps detailed notes which are used for internal management purposes at headquarters and in the field. In addition, the observations made in COW are reflected in the revisions of country programmes in the fourth programming cycle. Changes were also effected in policies and procedures as discussed in the report of the Administrator on the implementation of measures to improve programme and project quality which was first considered by the WG of COW. Except in 1984 in connection with the country programme for Afghanistan, which was referred to plenary, COW reached conclusions on all matters referred to it. The recommendations of COW were then adopted by the Council without further debate. COW thus fulfilled its assigned tasks and facilitated consideration of the items assigned to it. Particularly in 1986 and 1987, COW proved its ability to deal with a great number of programmes in considerable detail in a number of instances.

19. COW also dealt with global and interregional projects and issues with respect to the global and interregional programmes. For these programmes, too, guidance for future actions was drawn from the substantive discussions in COW.

20. In addition, COW considered the reports on the implementation of country programmes in the various regions and reviewed, in that context, the detailed reports provided by the senior officials responsible for these regions. COW thus engaged repeatedly in a review of the main trends of UNDP-supported technical co-operation. Observations on a variety of issues relating to programming, project implementation and co-ordination were taken fully into account by UNDP with respect to its future operations.

21. Consideration of other subjects such as evaluation also benefited from the less formal atmosphere in COW.

22. The WG provided an informal setting which led to a free exchange of views on the various items before it. The quality of the deliberations was enhanced by the participation of representatives from capitals who were particularly knowledgeable about the technical co-operation activities of their respective countries. A number of non-members of the Working Group participated in the WG meetings.

23. There appeared, however, some repetition in the debates for some items as they moved from the WG through COW to the plenary. In future, the Council should agree that an item would be reopened for full discussion only if it were considered to be essential by members of the Council. Moreover, experience to date with the WG tends to indicate that greater continuity of membership, as well as in the composition of the delegations in the various bodies, would be useful. Also helpful would be the participation of persons who have direct knowledge of the technical co-operation activities of their countries. This would allow the WG to build more effectively upon prior discussions when reviewing subjects before it and would maintain a high level of technical expertise in the WG. Members have also expressed a desire for more detailed records than have been available through the statement of the Chairman.

24. Although agencies were invited to participate in the WG when it considered their presence was required, some agencies expressed concern that they had not been given sufficient advance notice of which meetings they would be invited to. The participation of agencies was considered to be useful, particularly whenever the representative of the organization was fully familiar with the technical and substantive matters of the Group. A decision by the Council will be required on how best to handle agency participation in the context of any eventual decision on COW's future. COW decided recently (confirmed in Governing Council decision 87/1) to extend an invitation, well in advance, to the organizations of the United Nations system to the WG meeting scheduled for 13 and 14 April 1987. In future, the Working Group, at the end of each session, may wish to decide for which items of the provisional agenda it would require the presence of agencies.

25. In conclusion, it is the view of the Administrator that COW and its WG have been useful mechanisms in allowing a more thorough consideration of matters assigned to it.

Annex I

I. Documents before COW in 1984

Agenda item 4 (d): Evaluation

- Programme implementation: Evaluation, Report of the Administrator (DP/1984/18);
- Status of thematic evaluations (DP/1984/18, annex I);
- Summary of the UNDP/FAO thematic evaluation study on national agricultural research (DP/1984/18, annex II);
- Summary of the UNDP/ILO thematic evaluation study on training of industrial manpower (DP/1984/18, annex III);
- Interorganizational evaluation study of women's participation in development, Report of the Administrator (DP/1984/19);
- Joint United Nations/UNDP/UNIDO evaluation of UNDP-financed technical co-operation activities of UNIDO in the field of manufactures, Report of the Administrator in response to the recommendations of the Staff Report (DP/1984/68).

In addition the Committee had available for its information, Chapter IV of the report of the Committee for Programme and Co-ordination (CPC) dealing with evaluation of the UNDP-financed technical co-operation activities of UNIDO in the field of manufactures (document E/AC.51/1984/L.5/Add.21) as well as an extract from the report of the Secretary-General to CPC on the same subject (Part III of document E/AC.51/1984/7, paras. 73-95).

Agenda item 5 (b): Country and intercountry programmes and projects

(i) Trends and problems in country programmes

Relevant trends and problems in the country programmes proposed for approval in June 1984, Report of the Administrator (DP/1984/21).

(ii) Implementation of selected country programmes

Implementation of selected country programmes in the African region, Report of the Administrator (DP/1984/22);

Implementation of selected country programmes in the Arab States region, Report of the Administrator (DP/1984/23 and Corr.1);

Implementation of selected country programmes in the Asia and Pacific region, Report of the Administrator (DP/1984/24);

Implementation of selected country programmes in the European region,
Report of the Administrator (DP/1984/26);

Implementation of selected country programmes in the Latin America and
Caribbean region, Report of the Administrator (DP/1984/25).

(iii) Consideration and approval of country programmes (including requests for extensions)

(a) Country programmes

<u>Country</u>	<u>Document</u>
Afghanistan	DP/CP/AFG/3, DP/CP/AFG/NOTE/3
Benin	DP/CP/BEN/3
Bolivia	DP/CP/BOL/3, DP/CP/BOL/NOTE/3
El Salvador	DP/CP/ELS/3
Lebanon	DP/CP/LEB/2
Singapore	DP/CP/SIN/1 and Corr.1
Swaziland	DP/CP/SWA/3

(b) Extensions

Guatemala	DP/CP/GUA/EXTENSION
Suriname	DP/CP/SUR/EXTENSION

(iv) Global and interregional projects

International Maize Testing Programme and Selected Training Activities,
Project recommendation of the Administrator (DP/PROJECTS/REC/12);

International Rice Testing and Improvement Programme (Phase II), Project
recommendation of the Administrator (DP/PROJECTS/REC/13);

Maximizing Crop Production through Biological Nitrogen Fixation, Project
recommendation of the Administrator (DP/PROJECTS/REC/14);

Survey and Identification of World Marine Fish Resources, Project
recommendation of the Administrator (DP/PROJECTS/REC/15).

II. Documents before COW in 1985

Agenda item 4 (d): Evaluation

Evaluation, Report of the Administrator (DP/1985/13).

Agenda item 5 (b): Country and intercountry programmes and projects

(i) Trends and problems in country programmes

Relevant trends and problems in the country programmes proposed for approval in June 1985, Report of the Administrator (DP/1985/21).

(ii) Implementation of selected country programmes

Implementation of selected country programmes in the African region, Report of the Administrator (DP/1985/23);

Implementation of selected country programmes in the Arab States region, Report of the Administrator (DP/1985/24);

Implementation of selected country programmes in the Asia and Pacific region, Report of the Administrator (DP/1985/25);

Implementation of selected country programmes in the Latin America and Caribbean region, Report of the Administrator (DP/1985/26);

Implementation of selected country programmes in the European region, Report of the Administrator (DP/1985/27).

(iii) Consideration and approval of country programmes (including requests for extensions)

(a) Country programmes

<u>Country</u>	<u>Document</u>
Bhutan	DP/CP/BHU/4, DP/CP/BHU/NOTE/4
Fiji DP/CP/FIJ/4	
Guatemala	DP/CP/GUA/4
India DP/CP/IND/3, DP/CP/IND/NOTE/3	
Indonesia	DP/CP/INS/3, DP/CP/INS/NOTE/3
Tonga DP/CP/TON/4	

(b) Extensions

Bangladesh	DP/CP/BGD/EXTENSION/I
Suriname	DP/CP/SUR/EXTENSION/III

(iv) Global and interregional projects

Technology transfer on food and forage legumes in West Asia and North Africa, project recommendation of the Administrator (DP/PROJECTS/REC/16);

Research and development of integrated resource recovery (Phase II), project recommendation of the Administrator (DP/PROJECTS/REC/17);

West African sorghum and millet improvement programme, project recommendation of the Administrator (DP/PROJECTS/REC/18).

III. Documentation before COW for 1986

Agenda item 4 (d): Evaluation

Evaluation, Report of the Administrator (DP/1986/20).

Agenda item 5 (b): Country and intercountry programmes and projects

(i) Trends and problems in country programmes

Trends and problems in country programmes submitted to the Governing Council for consideration and approval, Report of the Administrator (DP/1986/25 and Add.1).

(ii) Implementation of selected country programmes

Implementation of selected country programmes in the Africa region, Report of the Administrator (DP/1986/26);

Implementation of selected country programmes in the Arab States region, Report of the Administrator (DP/1986/27);

Implementation of selected country programmes in the Asia and Pacific region, Report of the Administrator (DP/1986/28);

Implementation of selected country programmes in the Europe region, Report of the Administrator (DP/1986/29);

Implementation of selected country programmes in the Latin America and the Caribbean region, Report of the Administrator (DP/1986/30).

(iii) Consideration and approval of country programmes (including requests for extension)

(a) Country programmes

(i) Africa region

Document

Ethiopia	DP/CP/ETH/4, DP/CP/ETH/NOTE/4
Mauritania	DP/CP/MAU/3, DP/CP/MAU/NOTE/3
Rwanda	DP/CP/RWA/4, DP/CP/RWA/NOTE/4
Seychelles	DP/CP/SEY/3
Zimbabwe	DP/CP/ZIM/2, DP/CP/ZIM/NOTE/2

(ii) Arab States region

Saudi Arabia	DP/CP/SAU/4, DP/CP/SAU/NOTE/4
Somalia	DP/CP/SOM/4, DP/CP/SOM/NOTE/4
Tunisia	DP/CP/TUN/4

(iii) <u>Asia and Pacific region</u>	<u>Document</u>
Bangladesh	DP/CP/BGD/4, DP/CP/BGD/NOTE/4
China	DP/CP/CPR/2, DP/CP/CPR/NOTE/2
Cook Islands	DP/CKI/2
Kiribati	DP/CP/KIR/2
Lao People's Democratic Republic	DP/CP/LAO/4, DP/CP/LAO/NOTE/4
Mongolia	DP/CP/MON/4
Nepal	DP/CP/NEP/4, DP/CP/NEP/NOTE/4
Niue	DP/CP/NIU/3
Papua New Guinea	DP/CP/PNG/4
Philippines	DP/CP/PHI/4, DP/CP/PHI/NOTE/4
Samoa	DP/CP/SAM/4
Solomon Islands	DP/CP/SOI/4
Tokelau	DP/CP/TOK/2
Tuvalu	DP/CP/TUV/2
Vanuatu	DP/CP/VAN/2
Viet Nam	DP/CP/VIE/3, DP/CP/VIE/NOTE/3
(iv) <u>Europe</u>	
Bulgaria	DP/CP/BUL/4, DP/CP/BUL/NOTE/4
Hungary	DP/CP/HUN/4, DP/CP/HUN/NOTE/4
Malta	DP/CP/MAT/4, DP/CP/MAT/NOTE/4
Poland	DP/CP/POL/4, DP/CP/POL/NOTE/4
Yugoslavia	DP/CP/YUG/4, DP/CP/YUG/NOTE/4
(v) <u>Latin America and the Caribbean region</u>	
Anguilla	DP/CP/ANL/1
Aruba	DP/CP/ARU/1
Barbados	DP/CP/BAR/4, DP/CP/BAR/NOTE/4
Belize	DP/CP/BZE/3
Cayman Islands	DP/CP/CAY/2
Cuba	DP/CP/CUB/4, DP/CP/CUB/NOTE/4
Ecuador	DP/CP/ECU/4
El Salvador	DP/CP/ELS/4
Jamaica	DP/CP/JAM/4, DP/CP/JAM/NOTE/4
Netherlands Antilles	DP/CP/NAN/2
Nicaragua	DP/CP/NIC/4
Paraguay	DP/CP/PAR/4
Peru	DP/CP/PER/4, DP/CP/PER/NOTE/4
St. Helena	DP/CP/STH/1
Suriname	DP/CP/SUR/3
(b) <u>Extensions</u>	
Maldives	DP/CP/MDV/EXTENSION/1

(iv) Global and interregional projects

International Center of Insect Physiology and Ecology - Field testing and demonstration of integrated pest management strategies (DP/PROJECTS/REC/19).

IV. Documents before COW in 1987

Agenda item 5 (b): Country and intercountry programmes and projects

(i) Trends and problems in country programmes

Trends and problems in country programmes submitted to the Governing Council for consideration and approval, Report of the Administrator (DP/1987/4 and Add.1).

(ii) Consideration and approval of country programmes (including a request for extension)

<u>Country programmes</u>	<u>Document</u>
Albania	DP/CP/ALB/3, DP/CP/ALB/NOTE/3, DP/CP/ALB/NOTE/3/Corr.1
Antigua and Barbuda	DP/CP/ANT/2
Argentina	DP/CP/ARG/4, DP/CP/ARG/NOTE/4
Bolivia	DP/CP/BOL/4, DP/CP/BOL/NOTE/4,
British Virgin Islands	DP/CP/BVI/2
Burma	DP/CP/BUR/5, DP/CP/BUR/NOTE/5
Chile	DP/CP/CHI/4, DP/CP/CHI/NOTE/4, DP/CP/CHI/4/Corr.1
Cyprus	DP/CP/CYP/3, DP/CP/CYP/NOTE/3, DP/CP/CYP/3/Corr.1
Dominica	DP/CP/DMI/2
Eastern Caribbean	DP/CP/CAR/4, DP/CP/CAR/NOTE/4
Egypt	DP/CP/EGY/4, DP/CP/EGY/NOTE/4
Grenada	DP/CP/GRN/2
Guyana	DP/CP/GUY/4
Iraq	DP/CP/IRQ/4
Liberia	DP/CP/LIR/4, DP/CP/LIR/NOTE/4
Malawi	DP/CP/MLW/4, DP/CP/MLW/NOTE/4, DP/CP/MLW/4/Corr.1
Malaysia	DP/CP/MAL/4, DP/CP/MAL/NOTE/4, DP/CP/MAL/4/Corr.1
Montserrat	DP/CP/MOT/2
Panama	DP/CP/PAN/4
Saint Christopher and Nevis	DP/CP/STK/2
Saint Lucia	DP/CP/STL/2
Saint Vincent and the Grenadines	DP/CP/STV/2
Singapore	DP/CP/SIN/6, DP/CP/SIN/6/Corr.1

Country programmes

Syrian Arab Republic
 Swaziland
 Thailand
 Turks and Caicos Islands
 United Republic of Tanzania
 Zaire

Documents

DP/CP/SYR/4, DP/CP/SYR/4/Corr.1
 DP/CP/SWA/4
 DP/CP/THA/4, DP/CP/THA/NOTE/4
 DP/CP/TCI/2
 DP/CP/URT/4, DP/CP/URT/NOTE/4
 DP/CP/ZAI/4, DP/CP/ZAI/NOTE/4

Extensions

Equatorial Guinea
 Jordan
 Portugal
 Sudan

DP/CP/EQG/2/EXTENSION I
 DP/CP/JOR/3/EXTENSION I
 DP/CP/POR/2/EXTENSION I
 DP/CP/SUD/2/EXTENSION I

(iii) Regional programmes

Asia and the Pacific
 Europe
 Latin America and the Caribbean

DP/RAP/1
 DP/REU/2, DP/REU/2/Corr.1
 DP/RLA/3, DP/RLA/3/Corr.1

Extension

Arab States

DP/RAB/1/EXTENSION I

(iv) Global and interregional programmes and projects

Global and interregional
 programme
 Special Programme for Research
 and Training in Tropical
 Diseases: project
 recommendation
 Research and Training in
 Fertilizer Technology and
 Utilization: project
 recommendation

DP/INTGLO/1

 DP/PROJECTS/REC/21

 DP/PROJECTS/REC/22
