REVIEW OF MANAGEMENT AND ADMINISTRATION IN THE ECONOMIC COMMISSION FOR LATIN AMERICA AND THE CARIBBEAN (ECLAC)

Prepared by

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EXECUTIVE SUMMARY

Review of Management and Administration in the Economic Commission for Latin America and the Caribbean (ECLAC)
JIU/NOTE/2013/2

As part of its programme of work for 2011, the Joint Inspection Unit (JIU) conducted a review of management and administration in the Economic Commission for Latin America and the Caribbean (ECLAC). The review is part of the systematic and periodic evaluation of the management and administration of participating organizations undertaken by the JIU in accordance with provisions included in its strategic framework. Due to conflicting priorities, the review could only be started at the end of 2011 and was finalized during 2012.

The objective of the review is to provide guidance for improvement in areas such as: executive, financial and human resources management; accountability; information management; internal communication flows; partnerships; and regional coordination within the United Nations system. Additionally, the review looks in particular into the role of ECLAC in the Latin American socioeconomic context and its position in the coordination of regional integration and cooperation activities, including its coordinating role outside the United Nations system and interaction with major regional and subregional stakeholders.

ECLAC has a long-standing reputation as a regional think tank; its contribution to socioeconomic development thinking in Latin America is widely recognized and appreciated by Member States in the region. ECLAC has become a mandatory reference for anyone studying the economic history of the region, given that it has inspired several economic reforms.

The ECLAC contribution to the region's socioeconomic thinking is known in Latina America as *el pensamiento cepalino* in Spanish, or "ECLAC thinking". Its contribution materializes through flagship publications – including *Preliminary Overview of the Economies of Latin America and the Caribbean, Social Panorama of Latin America, Economic Survey of Latin America and the Caribbean, Latin America and the Caribbean in the World Economy, Foreign Direct Investment in Latin America and the Caribbean* and the *CEPAL Review* – and through the organization of forums, workshops, seminars and expert meetings, as well as the delivery of technical cooperation services to member countries.

The review contains six recommendations, all of them addressed to the Executive Secretary of ECLAC.

Main findings and conclusions

Governance mechanisms

- The Inspectors noted the high level of satisfaction of the representatives of member States and other stakeholders in the region regarding the services rendered by ECLAC; they praised the work done by ECLAC and highly appreciated the support received. ECLAC flagship publications have a high level

of acceptance; furthermore, several countries in the region rely on the data contained in ECLAC reports and use it as "their own", given that in certain cases there are no other sources. However, ECLAC has a broad mandate incommensurate with the resources made available to it. The representatives of member States recognize that only member States themselves have a final say in the ECLAC mandate and resource allocation; **however, the rapid developments of the region and the ever-increasing demand for the services offered by ECLAC are not accurately captured by the budget process of the United Nations**.

- The Inspectors are convinced that there is a need to revitalize some of the subsidiary bodies of ECLAC, and for this purpose the active involvement of member States is a must. The review refers in particular to the Caribbean Development and Co-operation Committee (CDCC). **ECLAC has a considerable challenge to activate the participation of the Caribbean subregion in a more inclusive manner.** The Inspectors consider that in order to face this challenge, the CDCC and ECLAC possess a true comparative advantage which is their strategic position bridging Latin America and the Caribbean within the United Nations. However, this strategic position does not guarantee success in and of itself; **without the active involvement of Caribbean member States steering ECLAC, guiding its activities and focusing them on actual Caribbean socioeconomic needs, CDCC will not be a relevant actor in the subregion.**

- **A Plan of Action for the Caribbean was made available to the Inspectors who would like to stress the need to take action on the recommendations related to the Caribbean subregion included in relevant evaluations. The opportunity to facilitate cooperation and integration between Latin America and the Caribbean is critical at this stage, and ECLAC should act, putting in place and implementing the action plan to better support its subregional offices and in particular to redress the situation in the Caribbean subregion.**

Mandate and role in regional coordination and integration

- In the era of globalization, regional integration has an important role to play. The role of regional integration linking the national and the global contexts is widely recognized. It also helps countries to develop informed national policies through the sharing of regional comparative experiences and knowledge, as well as to provide coordinated responses to global crisis and challenges that cannot be effectively addressed in isolation, such as the current economic and financial crisis, climate change and migration flows.

- Since ECLAC was established in 1948, it has been an important player in the Latin American socioeconomic context. Regional cooperation and integration is at the heart of the ECLAC mandate. The Inspectors believe that ECLAC is distinctively placed to play a stronger regional coordinating role, first facilitating the dialogue among regional actors, in particular member States and regional and subregional organizations, and secondly, acting as an interface between the United Nations system and regional and sub-regional stakeholders. In the view of the Inspectors, the history of ECLAC, together with its reputation as a respected source of regional socioeconomic knowledge, empower ECLAC to assume a renewed and stronger coordinating role at the regional and subregional levels.

- **While ECLAC should continue to play a leading role as a think tank in Latin**

American socioeconomic research, it should further support regional integration efforts, in particular through enhanced cooperation with regional and subregional initiatives and the coordination of the regional dialogue. In fact, ECLAC, in accordance with its mandate, is already undertaking several initiatives in this respect.

- **The coordination of the regional dialogue among policymakers could be complemented with the coordination by ECLAC of regional socioeconomic thinking, in an effort to ultimately link regional research and ideas with practical policies oriented towards the solution of regional and subregional issues**. The Inspectors believe that ECLAC is uniquely positioned to play an important role in the knowledge sharing of the region; this catalyst role could be implemented, inter alia, by establishing a regional network of think tanks, or a map of regional expertise and knowledge.

- **ECLAC and the United Nations System: regional coordination.** The Inspectors conclude and regret that despite clear mandates, delineated functions and the repeated efforts to clarify the necessary division of labour between United Nations entities, there is a high degree of overlapping, and thus inefficiencies, in the coordination of United Nations activities at the regional level. The Inspectors call for enhanced regional coordination, in particular regarding the complementarities of the Regional Coordination Mechanisms (RCMs), led by the Regional Commissions and the United Nations Development Group (UNDG) Regional Teams.

Executive management

- The Inspectors are pleased to note that ECLAC is the Regional Commission having the smallest ratio of senior staff to total staff; staff grade P-5 and above only represent 5.8 per cent of total staff in ECLAC, while other Regional Commissions range from the highest percentage of 11.5 of the Economic Commission for Europe (ECE) to 7.7 per cent of the Economic Commission for Africa (ECA). However, the comparative small number of senior staff translates into an excessive number of direct reporting lines into senior management. In this regard, the Inspectors stress **the need to further streamline the organizational chart, reducing the number of direct reporting lines to the Executive Secretary and reflecting clearly in the organizational chart the division of labour between the Executive Secretary and her Deputy. In their view, the Executive Secretary should focus primarily on substantive and outward activities (e.g. representing ECLAC in different forums, dealing with the Commission, resource mobilization), while her Deputy should focus on support and inward-related tasks, mainly on running daily operations of the secretariat of ECLAC.**

Human resources management

- The Inspectors found some areas related to human resources management where ECLAC needs to make an additional effort, in particular reducing the time required to recruit new staff and addressing the current unbalanced situation regarding geographical distribution of the staff as well as gender balance. Despite overall acceptable figures showing 48.6 per cent of male staff and 51.4 per cent of female staff, the underlying gender structure by category and grade needs further attention. Professional staff is predominantly male (65 per cent), while 63 per cent

of General Service staff is female. In addition, senior management, grade P-5 and above, largely comprises male staff (81.5 per cent).

Budget and finance

- Regular budget resources for the period 2012–2013 amount to US$110.256 million. Extrabudgetary resources are used mainly for technical cooperation activities. Resources have grown steadily throughout the past three bienniums; however, the estimate for the current biennium does not follow this trend and the extrabudgetary resources estimate for 2012–2013 is US$37 million. Different bilateral agencies, including governments, provide the most important part of extrabudgetary resources, followed closely by other United Nations organizations; together, they represent about 80 per cent of ECLAC total extrabudgetary resources. It should be noted that only four countries of the region rank among the top 10 donors for the past three bienniums. **Given that some of the countries in the region have had significant economic growth in recent years, the Inspectors encourage members of the region to consider providing extrabudgetary resources commensurate with their requests for technical cooperation in support of ECLAC activities**.

- The current economic slowdown may impact resources available in the near future, thus it is advisable to develop an outreach plan for new potential donors as part of a comprehensive fundraising strategy which should take into consideration the regional perspective of ECLAC activities in coordination with other United Nations entities. ECLAC follows certain principles regarding fundraising; however, ECLAC has not established a documented and formal fundraising strategy. In the view of the Inspectors, it is necessary to document and put in place a systematic and coordinated approach to fundraising.

CONTENTS

ABBREVIATIONS

ACS	Association of Caribbean States
AECI	Agencia Española de Cooperación Internacional
AECID	Agencia Española de Cooperación Internacional para el Desarrollo
ALADI/LAIA	Latin American Integration Association
ALBA	Bolivarian Alternative for the Peoples of Our America
APEC	Asia–Pacific Economic Cooperation
CACM	Central American Common Market
CAF	Development Bank of Latin America
CALC	Summit of Latin America and the Caribbean on Integration and Development
CAN	Andean Community
CARICOM	Caribbean Community
CARIFORUM	Caribbean Forum of African, Caribbean and Pacific States
CARIFTA	The Caribbean Free Trade Association
CDCC	Caribbean Development and Co-operation Committee
CEB	United Nations System Chief Executives Board for Coordination
CELAC	Community of Latin America and Caribbean States
ECA	Economic Commission for Africa
ECE	Economic Commission for Europe
ECLAC	Economic Commission of Latin America and the Caribbean
ECOSOC	Economic and Social Council
e-PAS	electronic performance appraisal system
ERP	enterprise resource planning
ESCAP	Economic and Social Commission for Asia and the Pacific
ESCWA	Economic and Social Commission for Western Asia
FAO	Food and Agriculture Organization of the United Nations
FTAA	Free Trade Area of the Americas
IDB/BID	Intern-American Development Bank
ILO	International Labour Organization
IMDIS	Integrated Monitoring and Documentation Information System
IPSAS	International Public Sector Accounting Standards
IT	information technology
JIU	Joint Inspection Unit
LAC	Latin America and the Caribbean
LAFTA	Latin American Free Trade Association
MDG	Millennium Development Goal
MERCOSUR	Southern Common Market
MoU	memorandum of understanding
NAFTA	North American Free Trade Agreement
NRA	non-resident agency
OAS	Organization of American States
OCHA	Office for the Coordination of Humanitarian Affairs
ODECA	Organization of Central American States
OECS	Organization of Eastern Caribbean States
OHCHR	Office of the High Commissioner for Human Rights
OIOS	Office of Internal Oversight Services
OLADE	Latin American Energy Organization
PAHO	Pan American Health Organization
RCM	Regional Coordination Mechanism

RC	Resident Coordinator
RDT	Regional Directors Teams
SEGIB	Ibero-American General Secretariat
SELA	Latin American and Caribbean Economic System
SICA	Central American Integration System
SIDA	Swedish International Development Cooperation Agency
SIECA	Permanent Secretariat of the General Treaty on Central American Economic Integration
SMEs	small and medium-sized enterprises
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNASUR	Union of South American Nations
UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDG-ExCom	United Nations Development Group Executive Committee
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNEP	United Nations Environment Programme
UNFPA	United Nations Population Fund
UN-Habitat	United Nations Human Settlements Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNISDR	United Nations International Strategy for Disaster Reduction
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNWTO	World Tourism Organization
WFP	World Food Programme

I. INTRODUCTION

1. As part of its programme of work for 2011, the JIU conducted a review of management and administration in ECLAC. The review is part of the systematic and periodic evaluation of the management and administration of participating organizations undertaken by the JIU in accordance with provisions included in its strategic framework. Due to conflicting priorities, the review could only be started at the end of 2011 and was finalized during 2012.

A. Background

2. ECLAC was established in 1948 by resolution 106 (VI) of the Economic and Social Council (ECOSOC) (then as the Economic Commission for Latin America, or ECLA) to promote and encourage socioeconomic development in the region and cooperation among its member States. In 1984, ECOSOC resolution 1984/67 extended the regional coverage of ECLAC activities to include the countries of the Caribbean. It is one of five Regional Commissions of the United Nations and part of its Secretariat. ECLAC has a membership of 44 member States, including 33 countries in the region and countries in North America, Asia and Europe that have historically maintained close economic and cultural links with the region;[1] eight Caribbean non-independent territories are associate members.[2] It should be noted that ECLAC is the Regional Commission of the United Nations with the highest number of members that are not geographically part of the region.

3. Regionalism has evolved differently in each of the regions of the world, influenced by specific cultural, social, economic and political factors unique to each region. In the late 1980s, a new age of regional integration, also called "new regionalism", began and still continues today. A new wave of political initiatives prompting regional integration has taken place worldwide. Regional and bilateral trade deals have also mushroomed. No region in the world is homogeneous; however, nowhere can a regional identity be so clearly identified than in Latin America. The region can be divided in three main areas: the Caribbean, Central America and South America, and among the specific local factors facilitating regional integration, a shared common cultural identity and a common language used by most of the countries in the region, are key drivers. However, in economic and social terms, each of these subregions is composed of very heterogeneous countries, which constitutes a major obstacle to achieving integration and development.

4. ECLAC headquarters are located in Santiago de Chile, supported by two subregional offices, one located in Mexico City, established in 1951, which serves the needs of the Central American subregion, including Cuba, Haiti and Dominican Republic, and the ECLAC subregional headquarters for the Caribbean, established in 1961 in Port of Spain, Trinidad and Tobago. In addition, ECLAC maintains country offices in Bogota, Brasilia, Buenos Aires and Montevideo, as well as a liaison office in Washington, D.C.

5. ECLAC has a long-standing reputation as a regional think tank; its contribution to socioeconomic development thinking in Latin America is widely recognized and appreciated by member States in the region. ECLAC has become a mandatory reference for anyone studying the economic history of the region, inspiring several economic reforms and

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[1] ECLAC members which are not geographically part of the region: Canada, France, Germany, Italy, Japan, the Netherlands, Portugal, the Republic of Korea, Spain, the United Kingdom of Great Britain and Northern Ireland and the United States of America.
[2] In addition, ECLAC decided at its 34th session (August 2012) to grant associate membership to Bermuda, Curaçao, Guadeloupe and Martinique.

contributing to the creation of the concept of economic structuralism, which formed the basis of the economic dependency theory, an economics school of thought that is largely identified with ECLAC.[3]

6.   ECLAC contribution to the regional socio-economic thinking is known in the region as *el pensamiento cepalino* in Spanish, or "ECLAC thinking", inspired by the recognized Argentinian economist and first Executive Secretary of ECLAC, Raúl Prebisch. The ECLAC contribution materializes through its flagship publications – including *Preliminary Overview of the Economies of Latin America and the Caribbean, Social Panorama of Latin America, Economic Survey of Latin America and the Caribbean, Latin America and the Caribbean in the World Economy, Foreign Direct Investment in Latin America and the Caribbean* and the *CEPAL Review* – and through the organization of forums, workshops, seminars and expert meetings, as well as the delivery of technical cooperation services to member countries.

B. Objectives

7.   The objective of the review is to provide guidance for improvement in areas such as, executive, financial and human resources management; accountability; information management; internal communication flows; partnerships; and regional coordination within the United Nations system. Additionally, the review looks in particular into the role of ECLAC in the Latin American socioeconomic context and its position in the coordination of regional integration and cooperation activities, including its coordinating role outside the United Nations system and interaction with major regional and subregional stakeholders.

C. Methodology and scope

8.   In accordance with the internal standards and guidelines of the JIU, the methodology followed in preparing this report included a preliminary review, including desk and online research, a questionnaire, interviews and field visits and in-depth analysis. The Inspectors held meetings with officials of ECLAC and other United Nations system entities and also sought the views of a number of other international organizations, in particular Latin American regional and subregional organizations and of representatives of member States in the region. A staff survey was not conducted since a similar survey is being considered in response to a previous recommendation by Office of Internal Oversight Services (OIOS); nonetheless, **a staff survey questionnaire was prepared and shared with ECLAC with the expectation of the Inspectors that ECLAC should do a full staff survey in 2013**. ECLAC appreciated the design of the survey questionnaire and considered it useful for future staff survey projects. Comments from ECLAC secretariat on the draft report were sought and taken into account in finalizing the report.

9.   It should be noted that in order to differentiate the governing body of its secretariat in the context of this report, the term "the Commission" is used to refer to the ECLAC governing body, while the term "ECLAC" is used to refer to the secretariat of the Commission. In light

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[3] Economic structuralism achieved prominence in Latin America and other developing regions during the 1960s and 1970s and sought to stimulate economic development through governmental intervention, largely inspired on the views of John Maynard Keynes (Wikipedia).

of oversight efficiency and to avoid duplicative work, the review takes into consideration recent oversight reports.[4]

10. In accordance with article 11.2 Statute of the Joint Inspection Unit, this report was finalized after consultation among the Inspectors so as to test its conclusions and recommendations against the collective wisdom of the JIU.

11. To facilitate the handling of the report, the implementation of its recommendations and the monitoring thereof, Annex VII contains a table indicating whether the report is submitted to the organizations concerned for action or for information. The table identifies those recommendations relevant for each organization, specifying whether they require a decision by the organization's legislative or governing body or can be acted upon by the organization's executive head.

12. The Inspectors wish to express their appreciation to all who assisted them in the preparation of this report, and particularly to those who participated in the interviews and so willingly shared their knowledge and expertise.

II. GOVERNANCE

A.   Governance mechanisms

13.   The terms of reference of the Commission, which is the governing body of ECLAC, were adopted by ECOSOC at its sixth session[5] and the Commission is subject to the general supervision of ECOSOC. The mandate given to ECLAC allows it to deal with the social aspects of economic development and the interrelationship of the economic and social factors. The Commission is empowered to make recommendations on any matters within its competence directly to the Governments of members or associate members concerned.

14. Member States exercise corporate governance through their participation in the sessions of the Commission. The Commission meets once every biennium and provides strategic guidance and exercises oversight over the work of its secretariat. In turn, the role of ECLAC management is to bring key issues to the attention of member States, to facilitate the decision-making process, implement decisions and provide efficient secretariat services to the Commission and relevant subsidiary bodies.

15. Subsidiary bodies of the Commission are: ECLAC Committee of the Whole, the Statistical Conference of the Americas, the Regional Conference on Women in Latin America and the Caribbean, the CDCC and the Regional Conference on Population and Development in Latin American and the Caribbean. The ECLAC secretariat also provides technical secretariat services to these subsidiary bodies of the Commission. In addition, the

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[4] OIOS, Audit report: Comprehensive audit of ECLAC – ECLAC's overall effectiveness in the region needs to be strengthened by establishing the necessary capacity for executive direction and management, and by more active participation in the emergency response coordination mechanism, Report No. AN2010/730/01; and OIOS, ECLAC Risk Assessment Report, Report No. AA2007/730/01.

[5] Amended at its ninth, thirteenth, twenty-eighth and forty-seventh sessions, at its second regular sessions of 1979 and 1984 and at its substantive session of 2005. *Terms of Reference and Rules of Procedure of the Economic Commission for Latin America and the Caribbean*, United Nations publication LC/G.1403/Rev.6 (2008).

Commission has established an ad hoc committee on South–South cooperation. In addition, at its last session, the Commission approved the establishment of the Conference on Science, Innovation and Information and Communications Technologies as one of its subsidiary bodies.

16. The session is the most important event of each biennium for ECLAC. It provides a forum for the consideration of issues of importance for the development of the countries of the region and an opportunity to review the activities of the Commission. The thirty-fourth session, held in San Salvador from 27 to 31 August 2012, was the most recent session of the Commission; the focus of the discussion was an institutional paper presented by the secretariat entitled "Structural change for equality: an integrated approach to development", dealing with industrial policies necessary to promote economic growth by increasing jobs and equality. The agenda of the different meetings of the Commission is dynamic and jointly prepared by member States and the ECLAC secretariat which is responsible for proposing items and issues for discussion. Member States are represented by relevant ministers, vice-ministers and/or ambassadors, depending on countries and frequently supported by national technical experts.

17. The Inspectors, through the interviews, noted the high level of satisfaction of the representatives of member States and other stakeholders in the region regarding the services rendered by ECLAC; they praised the work done by ECLAC and highly appreciated the support received. ECLAC flagship publications have a high level of acceptance; furthermore, several countries in the region rely on the data contained in ECLAC reports and use it as "their own", given that in certain cases there are no other sources. However, some representatives of member States indicated that ECLAC has a broad mandate incommensurate with the resources made available to it. The representatives of member States recognize that only member States themselves have a final say on the ECLAC mandate and resource allocation; **however, the rapid developments of the region and the ever-increasing demand for the services offered by ECLAC are not accurately captured by the budget process of the United Nations**.

18. The Inspectors are convinced that there is a need to revitalize the CDCC;[6] it was believed to be the ideal mechanism to facilitate cooperation among Caribbean states. However, the CDCC has lost relevance and needs to be revitalized. Different assessments of the CDCC performance referred to the issue, indicating that the CDCC had been handicapped due to "(a) a loss of its original vision as a result of its changing operational context; (b) institutional overload in the regional institutional architecture as a result of the deepening of CARICOM [Caribbean Community] and the creation of the [Association of Caribbean States]; (c) difficulties in securing high-level representation at meetings; and (d) continuing concerns by the English- and Dutch-speaking Caribbean about their lack of representation/inclusion in the work of the wider ECLAC system".[7] This recent past has created a trend that needs to be addressed. **ECLAC has a considerable challenge to activate the participation of the Caribbean subregion in a more inclusive manner.**

19. The Inspectors share the views of different stakeholders who consider that the true comparative advantage of the CDCC and ECLAC is its strategic position bridging Latin America and the Caribbean within the United Nations. However, this strategic position does not guarantee success in and of itself; **without the active involvement of Caribbean**

[6] Established by ECLAC resolution 358 (XVI) in 1975.
[7] Redefining and revitalizing the role of the CDCC in Caribbean regional development (CDCC 22/5 LC/CAR/L.163/rev 1).

member States steering ECLAC, guiding its activities and focusing them on actual Caribbean socioeconomic needs, the CDCC will not be a relevant actor in the subregion.

20. The Inspectors welcome and encourage the recent efforts made by ECLAC to revitalize the CDCC through the creation of the Caribbean Development Round Table , which is an expert forum where policymakers, academia, the private sector and community representatives make contributions and proposals to promote development, feeding their proposals into the CDCC. The first Round Table was convened in September 2011.

B. Mandate and role in regional coordination and integration

21. In the era of globalization, regional integration has an important role to play. The role of regional integration in linking the national and the global contexts is widely recognized. It also helps countries to develop informed national policies through the sharing of regional comparative experiences and knowledge, as well as to provide coordinated responses to global crisis and challenges that cannot be effectively addressed in isolation, such as the current economic and financial crisis, climate change and migration flows.

22. It is outside of the scope of this report to provide a detailed history of regionalism and regional integration processes in the Latin American and the Caribbean region; however, some major developments are included in Annex I. It should be noted that most of the regional and subregional organizations mentioned in the annex have or have had a direct relationship cooperating with ECLAC in different areas. Annex I provides a detailed view of the different cooperation agreements between ECLAC and regional and subregional organizations.

23. Since ECLAC was established in 1948, it has been an important player in the Latin American socioeconomic context; its contribution through publications, research and studies is well regarded by policymakers and academia in the region.

24. Regional cooperation and integration is at the heart of the mandates of the Commission and ECLAC, which specifically include the promotion of economic and social development through regional and subregional cooperation and integration.[8]

25. The coordinating role at the level of Regional Commissions was further stressed by ECOSOC resolution 1998/46 which indicated that "[t]he team leadership role of the regional commissions calls for their holding regular inter-agency meetings in each region with a view to improving coordination among the work programmes of the organizations of the United Nations system in that region". This decision was at the origin of the creation of the RCM.

26. In addition to its traditional "think tank" role, ECLAC is an implementing agency.[9] ECLAC is distinctively placed to play a stronger regional coordinating role, first facilitating the dialogue among regional actors, in particular member States and regional and subregional organizations, and secondly, acting as an interface between the United Nations system and regional and subregional stakeholders.

27. More recently, ECLAC, in support of regional integration and cooperation efforts has provided substantive and technical assistance to the following high-level meetings: Union of

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[8] See Annex VI . See also Secretary-General's bulletin: Organization of the secretariat of the Economic Commission for Latin America and the Caribbean (ST/SGB/2000/5).
[9] See Annex VI, point (f) on the ECLAC mandate.

South American Nations (UNASUR) (Georgetown 2010; Asunción 2011); Ibero-American Summit of Heads of State and Governments (Mar del Plata 2010; Asunción 2011); the Summit of the Americas (Port of Spain 2009); the Community of Latin American and Caribbean States (CELAC) (Caracas 2011); the Economic Leaders' Meeting and Ministerial Meeting of the Latin American Pacific Basin Initiative (Asia–Pacific Economic Cooperation (APEC)) and preparatory meetings for world conferences (i.e. climate change, Millennium Development Goals and Rio+20, among others).

28. ECLAC, as an example of its contribution to the promotion of regional integration, prepared some proposals for the discussion of Latin American leaders at the XXI Summit of the Rio Group in 2010. ECLAC proposed to centre regional cooperation efforts around eight different areas, four of them of intraregional nature (i.e. promotion of intraregional commerce, infrastructure investments, social cohesion and reduction of asymmetries[10]) and the other four in the area of cooperation to face global challenges (i.e. innovation and competitiveness, relationship with the Asia–Pacific region, reform of the international financial system and climate change).

29. In the view of the Inspectors, the history of ECLAC together with its reputation as a respected source of regional socioeconomic knowledge, empower ECLAC to assume a renewed and stronger coordinating role at the regional and subregional levels.

30. **While ECLAC should continue to play a leading role as a think tank in Latin American socioeconomic research, it should further support regional integration efforts, in particular through enhanced cooperation with regional and subregional initiatives and the coordination of the regional dialogue. In this regard, ECLAC could expand its services to provide technical support to initiatives led by other regional organizations.** In fact, ECLAC, in accordance with its mandate, is already undertaking several initiatives in this respect; furthermore, the General Assembly has urged ECLAC "to continue deepening its coordination and mutual support activities with the Latin American and Caribbean Economic System [SELA]"[11].

31. It should be noted that SELA, like some other regional organizations, has signed different cooperation agreements with entities of the United Nations system.[12] Its cooperation with ECLAC dates back to 1980 when the two entities entered into a cooperation agreement.

32. A good example of cooperation with other regional entities is the initiative taken in May 2010, by ECLAC, the Organization of American States (OAS) and the Inter-American Development Bank (IDB) relaunching the Tripartite Cooperation Committee comprising the three institutions with the aim of enhancing the impact and the effectiveness of their work in light of the challenges facing the population of the region.

33. Additionally, the cooperation of ECLAC with CELAC provides another good example of cooperation between regional organizations. Both organizations signed an accord in 2010

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[10] Reduction of asymmetries understood as a set of measures to support weaker economies in the region. Espacios de convergencia y de cooperacion regional (LC/L.3201).

[11] A/RES/63/12, para. 2, and A/67/12, para. 3.

[12] The United Nations Conference on Trade and Development (UNCTAD) in 1978; the Food and Agriculture Organization of the United Nations (FAO) and the United Nations Industrial Development Organization (UNIDO) in 1980; the Pan American Health Organization (PAHO) in 1984; the United Nations Educational, Scientific and Cultural Organization (UNESCO) and United Nations in 1989 and in 2011 with the United Nations International Strategy for Disaster Reduction (UNISDR).

establishing the areas of cooperation, limited at this stage to the preparation of relevant studies and the organization of seminars, conferences and other activities related to subjects of mutual interest. In the 2012 Caracas Action Plan, CELAC expressly requested the cooperation of ECLAC in dealing with the impact of the world financial crisis and the new financial architecture. ECLAC confirmed that it plans to support this group in the requested subject areas.

34. **At the beginning of each year, the Executive Secretary of ECLAC could engage in consultations with the annual Pro Tempore Presidency of CELAC to discuss the demand for services and support as the Pro Tempore Presidency would deem necessary during its tenure. In this regard, ECLAC could also coordinate the resulting work programme and joint actions with other major regional and subregional stakeholders and United Nations and non-United Nations organizations active in the integration field in the region.**

35. The Executive Secretary of ECLAC should regularly report to the Sessions of Committee of the Whole and the Plenary of the Commission on progress made in this regard. The Inspectors are convinced that there is room for different cooperation initiatives and, after meetings held with relevant stakeholders, would like to suggest the exploration of new cooperation venues. One clear example would be a tripartite cooperation agreement between ECLAC, SELA and CELAC, with ECLAC focusing on research, analysis and technical support, while SELA could provide services, as a sort of permanent secretariat of CELAC, given that the membership of the latter two entities is very similar. The Inspectors are convinced that both ECLAC and SELA possess the mandate, experience and competence to discharge those functions in a coordinated and integrated manner.

36. The implementation of the following recommendation is expected to enhance the coordination and cooperation of the United Nations system with relevant regional and subregional stakeholders.

Recommendation 1

The Executive Secretary of ECLAC, in consultation with other regional and subregional stakeholders, should design concrete regional cooperation modalities and report on progress achieved to the thirty-fifth session of the Commission to be held in 2014.

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37. The Inspectors warn of the potential risk of the secretariat of ECLAC becoming involved in activities not reflected in its mandate or not included in its programme budget, thus stretching its limited regular budget resources. However **they welcome current cooperation agreements based on the provision of substantive technical knowledge and technical cooperation in socioeconomic areas, as these are in full accordance with ECLAC mandate and reiterated requests by the General Assembly**. The Inspectors also welcome the views of some member States, understanding that additional technical cooperation requests to ECLAC must be commensurate with resources available, if not, additional extrabudgetary resources should be made available, inter alia, by increasing the donors base. This is an important issue for the Inspectors, given that the budgetary cycle of the United Nations is too rigid to cope with an increasing number of urgent or short-term requests for cooperation from member States that should be funded through voluntary contributions.

38. The Inspectors are pleased to note the wide involvement of ECLAC in regional integration and cooperation activities with other non-United Nations regional and subregional

organizations. For a more detailed description of non-United Nations regional organizations and their cooperation with ECLAC, please see Annex I.

39. **The coordination of the regional dialogue among policymakers could be complemented with the coordination by ECLAC of regional socioeconomic thinking in an effort to ultimately link regional research and ideas with practical policies oriented towards the solution of regional and subregional issues**. The Inspectors believe that ECLAC is uniquely positioned to play an important role in the knowledge sharing of the region; this catalyst role could be implemented, inter alia, by creating a regional network of think tanks, or a map of regional expertise and knowledge, and acting as the clearing house for this network, trying to avoid overlapping of activities and regional inefficiencies. As part of its knowledge management strategy, ECLAC could use its convening capacity, as well as the influence of the existing knowledge networks in which it takes part, to expand its leading role as a forum for intellectual reflection and debate on public policies in the region. To that end, the existing collaboration with leading think tanks, academic centres and research and analysis institutions should be reinforced and expanded on the basis of formal agreements, most of which are already in existence. The Inspectors believe that ECLAC should regularly report on progress made in this field to its governing body.

40. The implementation of the following recommendation is expected to enhance the coordination and cooperation of the United Nations system with relevant regional and sub-regional stakeholders.

Recommendation 2

The Executive Secretary of ECLAC should explore, in collaboration with other regional and subregional stakeholders, the establishment of a regional and subregional knowledge network, linking all possible regional and subregional socioeconomic think tanks, related academia and research and analysis institutions and report thereon to the thirty-fifth session of the Commission to be held in 2014.

C. ECLAC and the United Nations system: regional coordination coherence

41. Internal coordination within the United Nations system is as important as coordination with external actors. Recent reform efforts recognize the regional dimension of development and cooperation; furthermore, "[w]ithin the United Nations system, regional cooperation is also recognized as essential for promoting region-wide awareness of the [United Nations] global values, norms, standards and commitments in the development field and for backstopping their effective implementation at the country level. As a result, an average of some 30 [United Nations] Funds, Programmes and Specialized Agencies, in addition to the Regional Commissions, are operating at the regional level." [13] Therefore, it is evident that there is a clear need for strong regional coordination of the activities of the United Nations system organizations.

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[13] United Nations Regional Commissions, System-wide coherence at the regional level: Regional Coordination Mechanism (RCM) and Regional Directors' Teams (RDTs): Functions and Complementarities.

42. The Inspectors would like to stress the value of the regional dimension in linking the global and the local or country contexts; similarly important is the role of regional coordination in technical cooperation, in particular, South–South cooperation. In this regard, it should be noted that the role of Regional Commission in promoting South–South cooperation was considered "a key tool for accelerating the achievement of the Millennium Development Goals"[14]; furthermore, the JIU report entitled "South–South and triangular cooperation in the United Nations system" contains relevant recommendations requesting Regional Commissions to set up strategies and mechanisms, in the context of current RCMs, for the further development of South–South cooperation.[15] The Inspectors learned that the United Nations Office for South–South Cooperation has already developed an agenda for South–South cooperation in the Caribbean, including focusing initially on the energy and alternative energy sector, followed by disaster risk reduction and the creative industries. Given the significant research capability of ECLAC, as well as its historical links with the countries of the region, the Inspectors support the idea of joint programming in this particular case. The Commission also requested the Executive Secretary to prepare a set of indicators for measuring the economic and social impact of South–South cooperation in the region. At the time of the review, this set of indicators was being prepared.

43. ECOSOC, aware of the need to strengthen regional coordination, through its resolution 1998/46 mandated Regional Commissions to hold regular inter-agency meetings in each region, giving birth to the RCM, with a view to improving coordination among the organizations of the United Nations system. Subsequently and since 1999, meetings of the RCM have been convened by the Regional Commissions, focusing on regional policy and programming issues.

44. In the same resolution, ECOSOC recognized that "[i]mproving coordination of the activities of the regional commissions and various United Nations entities operating at the regional level, in particular the United Nations Development Programme [UNDP] … is particularly important".[16] In an effort to enhance coordination and the regular exchange of information, resolution 1998/46 also requested the reactivation of a joint UNDP/Regional Commissions' task force to address issues of common concern, as well as to facilitate closer consultations and the open sharing of respective programmes.

45. Despite the early ECOSOC request for enhanced coordination, the Inspectors confirmed that regional coordination is still an issue; the interviews held with relevant senior officers and the comparative analysis of the agendas of the respective regional coordination bodies confirmed this. In order to better illustrate the issue, the following paragraphs provide a description of the purpose and recent evolution of the RCM and the UNDG Regional Teams, as the two major regional coordination mechanisms of the United Nations system.

46. The RCMs have on average a membership of 30 United Nations and non-United Nations affiliated entities, including the regional development banks and the World Bank. They strive to provide policy coherence and coordination among the work programmes of the organizations of the United Nations system, including in the area of sustainable development. A number of RCMs have constituted thematic working groups on areas such as environment or disaster risk reduction. Additionally, RCMs are the main mechanism to facilitate the dialogue and coordination with other non-United Nations regional and subregional organizations.

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[14] JIU/REP/2011/3, para. 124.
[15] *Ibid.*, recommendation 8.
[16] ECOSOC resolution 1998/46, Annex III, para. 10.

47. The primary goal of UNDG is to promote better coordination at the country level through the provision of increased support and strategic guidance to Resident Coordinators and United Nations Country Teams (RCs/UNCTs). However, the United Nations Development Group Executive Committee (UNDG-ExCom) initiated in 2003 its own regional coordination mechanisms, the UNDG-ExCom Regional Directors Teams (RDT). These are currently known as UNDG Regions, though the term RDT is still frequently used to refer to them. In the case of Latin America, the former RDT is now UNDG LAC (Latin America and the Caribbean). The six teams, one for each UNDG region, are chaired, ex officio, by the UNDP Regional Director. The evolution of these regional entities is uneven among the different regions. The membership of UNDG LAC has expanded and now 20 agencies, funds and programmes, including ECLAC, participate in the mechanism.[17]

48. In 2008, UNDG enhanced its interaction with the RDTs, including through the adopted Management and Accountability Framework and its implementation plan. A key part of the Management and Accountability Framework is the support to UNCTs that is to be given by the regional UNDG teams. However, according to a recent review,[18] the support provided to UNCTs is still uneven. The role of RDTs has begun to develop more markedly, including through the creation of regional coordination offices to support country activities as well as the regional teams. One of the most developed of these offices is located in Panama (for Latin America and the Caribbean), while ECLAC headquarters is located in Santiago de Chile. The Inspectors are convinced that having the UNDG LAC regional coordination office located within ECLAC headquarters or one of its subregional offices might be more cost-efficient but primarily, it is a measure that in their view would facilitate and enhance the coordination between the two regional entities.

49. In this regard and though out of the scope of this review, the Inspectors are concerned about future cost inefficiencies, given that the mentioned review concludes that efforts should be made by regional offices of UNDG members to increase resources. **The Inspectors would like to suggest that UNDG members take into consideration the benefits of locating their regional coordination offices, when feasible, within Regional Commissions' premises in certain locations.** This proposal follows the basic criteria, as expressed by ECOSOC, that effective and comprehensive regional coordination cannot take place out of the context of RCMs. It should be noted that a previous report of the JIU similarly recommended the relocation of regional representatives of the Special Unit for South–South Cooperation to the Regional Commissions.

50. UNDG regional teams were initially created with an inward perspective, their primary goal being to provide support to RCs/UNCTs. The four main tasks of the UNDG regional teams are:

    (a) Provision of technical support to RCs/UNCTs;
    (b) Quality assurance of the United Nations Development Assistance Framework (UNDAF)/United Nations programme;
    (c) Performance management of RCs; and
    (d) Troubleshooting in difficult country situations, dispute resolution, etc.

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[17] Please see Annex II on the membership of UNDG LAC and RCM.

[18] Associates for International Management Services (AIMS), Review of the Management and Accountability System for the UN Development and the RC System, including the "functional firewall" for the RC System, 7 June 2011. This external review was requested by UNDG.

51. "In 2006, the High-level Panel on System-wide Coherence called for [United Nations] entities at the regional level to be reconfigured … around two inter-related sets of functions: one focusing on the analytical and normative work as well as activities of a trans-boundary nature, for which the Regional Commissions would act as a catalyst using, *inter alia*, their convening power at both the intergovernmental and secretariat levels; and another focusing on coordinating the services of the [United Nations] country teams, for which UNDP, as Manager of the Resident Coordinator system, would be the catalyst."[19]

52. Later in 2007, the Regional Commissions and the UNDG Chairperson signed the cooperation framework regulating their relationship and the corresponding division of labour, which focused on clarifying how regional and country issues could complement one another, through an improved focus by the RCM on the policy, normative support and analytical work at the regional and subregional levels, and linkage into country-level development work, while RDTs would continue providing support to RCs/UNCTs. This approach was adopted by the United Nations System Chief Executives Board for Coordination (CEB) in October 2008.[20] It should be noted that ECLAC had already signed in 2006 a Memorandum of Understanding regulating its own cooperation with UNDP.

53. In 2009, the CEB endorsed a linkage between its High-level Committee on Programmes (HLCP) and the RCMs in the regions in order to enhance policy coherence between the global and regional levels. More recently, the UNDG strategic priorities for 2010–2011 recognized the critical role of the regional level, and the work plan for 2010–2011 included outputs for enhanced coordination between the RCM and regional UNDG teams.

54. Despite all of these efforts and some progress achieved, regional coordination remains an issue in the view of the Inspectors and of relevant senior officers interviewed; the review undertaken by an external consultant of the Management and Accountability Framework for the United Nations Development and the RC System also confirmed this, indicating in one of its recommendations that "The UNDG should, in consultation with the Regional Commissions, clarify the role of Regional Teams vis-à-vis Regional Commissions, especially where a Commission has a large presence."[21]

55. The JIU, in its report "The role of the Special Representatives of the Secretary-General and Resident Coordinator: a benchmarking framework for coherence and integration within the United Nations system", already highlighted the need for enhanced regional coordination;[22] furthermore, the report provided guidance in order to enhance regional coordination.[23]

56. The issue of regional coordination is also recognized by the Secretary-General in his quadrennial comprehensive policy review of operational activities for development of the United Nations system, where it is indicated that "[t]hough the United Nations has been partnering with these regional institutions and processes … the system, led by the regional

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[19] CEB/2009/HLCP-XVII/CRP.2, para. 3.
[20] CEB/2008/2.
[21] Associates for International Management Services (AIMS), Review of the Management and Accountability System for the UN Development and the RC System, including the "functional firewall" for the RC System, 7 June 2011, Recommendation 20, p. 92.
[22] JIU/REP/2009/9, Benchmark 7: Regional Coordination Mechanisms and Regional Directors' Teams are effectively promoting coherence and integration at the regional, subregional and country level.
[23] *Ibid.*, p. 26, para. 93.

commissions, needs to reflect further on [its] repositioning to ensure more effective interaction with the new regional development architecture".[24]

57. However, there are also good examples of regional coordination efforts. The last meeting of the RCM for the Latin America and Caribbean region, held on February 2011 in Santiago, was attended by the regional representatives of a considerable number of United Nations entities. The participants agreed to work together towards the United Nations Conference on Sustainable Development (Rio+20) and jointly produce a document to assess progress and challenges in terms of regional sustainable development. Subsequently, the report entitled "Achieving the Millennium Development Goals with equality in Latin America and the Caribbean: progress and challenges" was prepared within the framework of the RCM by 18 United Nations agencies, funds and specialized bodies in the region under the coordination of ECLAC.

58. There has been enhanced interaction between the RCM and regional UNDG teams through back-to-back meetings and active participation in each other's meetings; a good practice that was pioneered by the LAC region. There has been higher participation of the Regional Commissions in common country assessments and UNDAF processes in areas such as disaster risk reduction, food security, sustainable development and statistics. However, the involvement of ECLAC in UNDAF processes is not yet enough. As indicated by ECLAC, it has both participated and signed the UNDAF documents of Argentina, Colombia, Mexico, Trinidad and Tobago, and Uruguay, and participated in the UNDAF documents of Brazil and Chile. , ECLAC only participated in seven, or 27 per cent, of the 26 UNDAF documents prepared in the region. Annex III contains a table showing the participation of ECLAC in the different UNDAF documents of the region.

59. Much has been written on the issue of regional coordination of United Nations activities; a recent evaluation of ECLAC activities in the Caribbean also referred to the issue, indicating that "[t]he current effectiveness of the regional coordination mechanism in place within the [United Nations] system is unclear, to say the least, with the Regional Directors Team led by UNDP not really operating in line with the RCM ... This is an issue for which all United Nations agencies have responsibility."[25]

60. The Inspectors conclude and regret that despite clear mandates, delineated functions and the repeated efforts to clarify the necessary division of labour between United Nations entities, there is a high degree of overlapping, thus inefficiencies, in the coordination of United Nations activities at the regional level. As discussed, each mechanism has its own strengths and both roles are necessary to bring the regional perspective into country plans in a coordinated manner. There is an ever-increasing premium placed on the goal of improved coordination among United Nations actors, as a means of enhancing coherence and delivering the highest possible value on the ground. While ECLAC has to ensure proper coordination and avoid duplication in the Latin America and the Caribbean region, all agencies of the United Nations system have a similar role to play. In the Inspectors' view, this effort has to be lead at the global level by ECOSOC, as the central mechanism for system-wide coordination in the economic- and social-related fields.

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[24] Report of the Secretary-General: Quadrennial comprehensive policy review of operational activities for development of the United Nations system, advance, unedited version, 31 May 2012.
[25] Evaluation report: in-depth evaluation of the Role of the Economic Commission for Latin America and the Caribbean (ECLAC) in the Caribbean. This evaluation was conducted in March 2010 at the request of the Executive Secretary of ECLAC as part of a wider periodic evaluation strategy.

61. The implementation of the following recommendation is expected to enhance the efficiency of the United Nations system.

Recommendation 3

The Executive Secretary of ECLAC, in consultation with the UNDG Regional Team for Latin America and the Caribbean (UNDG LAC) should make a concrete proposal, establishing an agreed clear division of labour between the latter and the Regional Coordination Mechanism (RCM), including relevant cooperation procedures, with a view to enhance the coordination of United Nations activities and avoid the overlapping of coordination activities at the regional level. The proposal should be submitted for consideration to the thirty-fifth session of the Commission to be held in 2014.

D. Interregional cooperation among the Regional Commissions

62. Interregional cooperation among the Regional Commissions is increasing. This is part of an enhanced effort by the Regional Commissions to further assume their mandates and critical role in promoting South–South cooperation and triangular cooperation, where the experiences of one region are used to guide others and allow peer-to-peer learning between policymakers and decisions makers from countries in similar situations belonging to different regions.

63. Interregional cooperation could take the following forms:

(a) **Joint analytical and knowledge products to address issues of common interest to the regions**. The Regional Commissions often come together to address critical global issues and present the regional dimensions and perspectives. The joint analytical and knowledge products provide the regional perspectives on global issues, compare experiences across regions, and allow solutions to be tailored to the specificity of regions and subregions. Important examples include: (i) a joint report of the Regional Commissions entitled *The Global Economic and Financial Crisis: Regional Impacts, Responses and Solutions*, which was presented at the United Nations Conference at the Highest Level on the World Financial and Economic Crisis and its Impact on Development in June 2009. It was widely appreciated for identifying opportunities for policy coordination and cooperation at the regional and interregional levels, not just for mitigating the impact of the crisis, but also for reducing the chances of similar crises in the future; (ii) a joint report by the Regional Commissions providing regional perspectives on the post-2015 United Nations development agenda is in the final stages of preparation, and will provide an integrated approach to the formulation of the United Nations development agenda beyond 2015 and will present the main elements, from a regional perspective, of the development agenda being formulated through an inter-agency process at the global level.

(b) **Joint meetings to promote interregional exchange of views and knowledge.** The Regional Commissions jointly organize conferences as inclusive interregional platforms to facilitate the exchange of views and experiences on critical global problems. For example, a High-level Meeting on Reform and Transitions to Democracy was organized by the Economic and Social Commission for Western Asia (ESCWA) in Beirut in January 2012, in partnership with all the Regional Commissions, which addressed issues relating to the challenges facing Arab countries as a result of the widespread changes in the region. The meeting was highly

successful, and a follow-up meeting is being organized in Morocco in February 2013 to further address economic and social dimensions of transitions to democracy.

(c) **Joint technical cooperation projects to address economic, social and environment issues with transboundary dimensions**. The Regional Commissions regularly collaborate in developing and implementing technical cooperation projects, including with development account funding, in areas of common interest and with strong transboundary dimensions. For example, the Global Energy Efficiency 21 Project (GEE21) fosters regional cooperation for improved integrated management of energy efficiency and renewable energy within the five United Nations Regional Commissions. One of the key outputs under this project is a publication entitled *Financing Global Climate Change Mitigation*. Similar projects are under implementation or have been proposed in the area of sustainable development, transport, trade facilitation and social policy.

64. The Inspector are pleased to note that in addition, the Regional Commissions regularly organize joint side events on the sidelines of major global conferences including the MDG Summit and the Rio+20 Conference to highlight the regional perspectives of, and potential solutions for, global issues and problems at the regional level.

III. EXECUTIVE MANAGEMENT

A. Organizational structure

65. The ECLAC organizational structure is defined in Secretary-General Bulletin ST/SGB/2000/5. It is structured around 12 divisions responsible for the implementation of their respective subprogrammes, including those of two subregional offices and five national offices. Annex IV includes the current organizational chart of ECLAC. Its regular budget resources for the biennium 2012–2013 amount to US$110.256 million,[26] and extrabudgetary resources for the same period are estimated to be US$37 million. The total staffing is 538 posts broken down into 496 regular budget posts (216 Professional and 280 General Service posts) and 42 posts (14 Professional and 28 General Service posts) funded through extrabudgetary resources.

66. Organizational changes have taken place since the initial structure was established in 2000. These include the renaming of two divisions (the International Trade and Development Finance Division as International Trade and Integration Division, and the Environment and the Human Settlements Division as the Sustainable Development and Human Settlements Division); the establishment of the Women and Development Division; and the inclusion of an additional subprogramme: Financing for Development.[27]

67. The new subprogramme, Financing for Development, was proposed given that a growing number of countries in the region are considered to be middle income economies. As a consequence, the region's relative share of official development assistance is decreasing and some countries are facing difficulties in financing their development activities. Hence, a

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[26] A/66/6/Add.1, p. 54.
[27] Proposed by ECLAC in its programme of work at the Commission's thirty-third session, 30 May 2010.

number of regional forums expressed the need to address this issue, as it affects the most vulnerable population groups in the region.

68. ECLAC included in its proposed programme budget for the 2012–2013 biennium a revised organizational chart reflecting above changes to be implemented within existing resources. However, the update to ST/SGB/2000/5 is postponed until the new procedures on organizational changes are proposed by the Secretary-General and approved by the General Assembly.

69. The Inspectors are pleased to note that in accordance with their views on regional and subregional integration and cooperation expressed in previous paragraphs, the Commission, having considered the proposed strategic framework included in the draft programme of work for 2014–2015, adopted the programme of work in its totality and welcomed the creation of subprogramme 14, "Support for regional and subregional integration and cooperation processes and organizations", which is intended to provide technical, substantive and logistical support as well as to facilitate debate, decision-making and consensus-building both within the region and beyond.
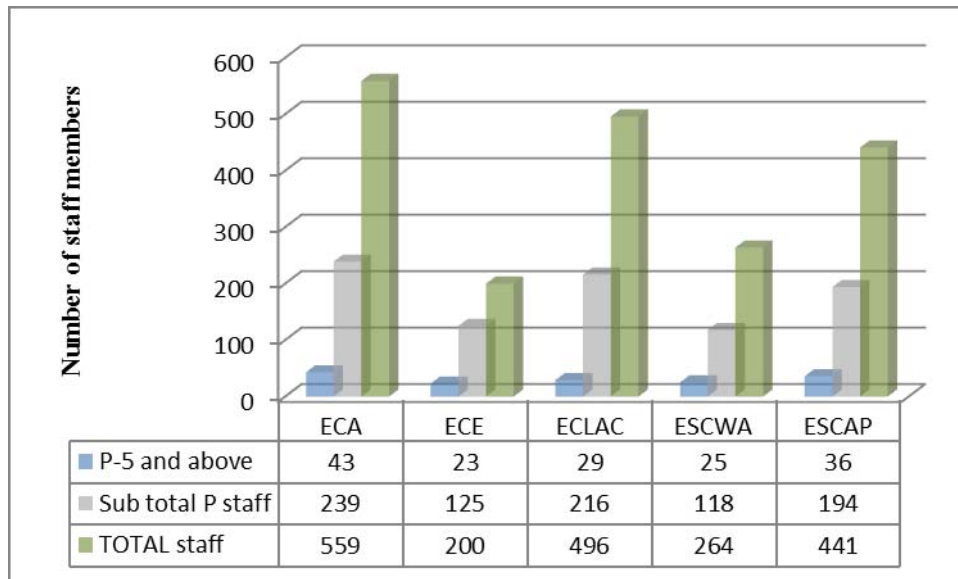
B.   ECLAC executive management

70. The Executive Secretary, assisted by the Deputy Executive Secretary and the staff of her office, is responsible for the executive direction and management of ECLAC; there is no post for a Chief of Staff or Special Assistant heading the Office of the Executive Secretary. Furthermore, senior officials interviewed reiterated the lack of resources required for the proper executive direction and management, indicating that the excessive number of direct reporting lines into senior management further complicates executive management. OIOS addressed this issue through two recommendations[28] and requested ECLAC to assess the level of resources required and to take the necessary steps to obtain any additional relevant resources while reducing the flat structure of senior management and increasing the delegation of responsibilities to the Deputy Executive Secretary.

71. However, the Inspectors could determine that the proposed programme budget for the period 2012–2013 did not include any measure to address the issue; furthermore, it contains the proposed abolition of 12 regular budget posts. In its response to clarify the issue, ECLAC indicated that it had indeed included in its original proposed programme budget for 2012–2013 additional resources to address the matter; however ECLAC was requested to postpone this issue in order to comply with the mandatory budget cuts of 3 per cent imposed by the Secretary-General across the Secretariat. ECLAC intends to address the issue again in its budget proposal for the biennium 2014–2015.

72. The Inspectors are pleased to note that ECLAC is the Regional Commission having the smallest ratio of senior staff to total staff; grade P-5 and above staff only represent 5.8 per cent of the total staff in ECLAC, while other Regional Commissions range from the highest percentage of 11.5 (ECE) to 7.7 per cent at ECA. The Economic and Social Commission for Asia and the Pacific (ESCAP) has 8.2 per cent and ESCWA both have 9.5 per cent of their staff at grades P-5 and above.

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[28] OIOS, Audit report: Comprehensive audit of ECLAC, Recommendations 2 and 3.

Figure 1. Senior/professional/total staffing distribution of Regional Commissions

	ECA	ECE	ECLAC	ESCWA	ESCAP
■ P-5 and above	43	23	29	25	36
▨ Sub total P staff	239	125	216	118	194
■ TOTAL staff	559	200	496	264	441

Source: A/66/6/Add.1, table 5.

73. The Inspectors believe that the organizational chart of ECLAC is somewhat confusing, showing all the substantive subprogrammes (13) including two subregional offices, five national offices, three support divisions (i.e. Division of Administration, Documents and Publication Division and the Programme Planning and Operations Division) and the Public Information and Web Services Unit reporting all directly into the Executive Secretary/Deputy Executive Secretary. The Executive Secretary needs to review the current division of labour and corresponding delegation of authority with regard to the role of her Deputy and reflect the respective responsibilities clearly in a clearer organizational chart.

74. ECLAC indicated that this issue has been addressed by assigning the Deputy Executive Secretary direct oversight responsibilities concerning the Division of Publications and the Public Information Section. However, in the view of the Inspectors, this action may not be enough to alleviate the bottleneck caused by an excessive number of direct reporting lines to the Executive Secretary, as there continue to be a considerable number of substantive divisions, as well as two subregional and five national offices reporting directly to her; in addition to dealing with the Commission and the representative functions carried out by the Executive Secretary

75. In this regard, the Inspectors stress **the need to further streamline the organizational chart, reducing the number of direct reporting lines into the Executive Secretary and reflecting clearly in the organizational chart the division of labour between the Executive Secretary and her Deputy. In their view, the Executive Secretary should focus primarily on substantive and outward activities (e.g. representing ECLAC in different forums, dealing with the Commission, resource mobilization) while her Deputy should focus on support and inward-related tasks, mainly running daily operations of the secretariat of ECLAC.**

76. The implementation of the following recommendation is expected to enhance the effectiveness of ECLAC.

Recommendation 4

The Executive Secretary of ECLAC should reduce, before the thirty-fifth session of the Commission, the number of direct reporting lines, inter alia by establishing a clear division of labour with the Deputy Executive Secretary and assigning all support-related activities for management by the Deputy Executive Secretary.

IV. HUMAN RESOURCES MANAGEMENT

77. ECLAC staff comprises 496 regular budget posts broken down into 216 Professional posts and 280 General Service and related posts; regular budget resources are supplemented by 42 extrabudgetary posts; of these, 14 are Professional posts and 28 are General Service and related posts.

78. The Executive Secretary of ECLAC, as any other programme manager of the Secretariat, is required to comply with human resources targets[29] in accordance with her compact with the Secretary-General. Despite ECLAC undertaking a series of actions to improve its HRAP performance, such as the development of an IT-based solution to improve tracking of requests for circulation of posts or the establishment of quarterly meetings between the human resources section and each division to discuss human resources-related issues, performance against HRAP targets needs further improvement.

79. ECLAC states that in the area of recruitment, the average number of days has improved to 156 under the new recruitment system (Inspira), compared to 238 for all cases closed in the previous system (Galaxy) before its discontinuation. However, the Inspectors believe that this is not a meaningful comparison, given that the new system Inspira was launched recently and the number of recruitment processes undertaken in both systems is not comparable at this stage. In fact, at the time of writing this review, the staffing timeline target for 2012 was 92 days compared to an actual result of 124 days, as reflected in ECLAC Human Resources Management Scorecard strategic indicators. The Inspectors noted some dissatisfaction in subregional offices regarding the delays introduced by headquarters in Santiago in relation to its responsiveness to facilitate recruitment processes.

A. Geographical distribution of staff

80. According to figures provided by ECLAC and as reflected in the figure below, most of the Professional staff of ECLAC come from the Latin America and Caribbean region. About 67 per cent of Professional staff are nationals of the region, 26 per cent are nationals of the Western European and others group; while the remaining geographical groups have marginal representation (i.e. the Asia–Pacific group accounts for 2.7 per cent, the Eastern European group for 2.3 per cent and the African group for only 1.4 per cent).

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[29] Human Resources Action Plan (HRAP) targets.

Figure 2: Geographical distribution of ECLAC Professional staff
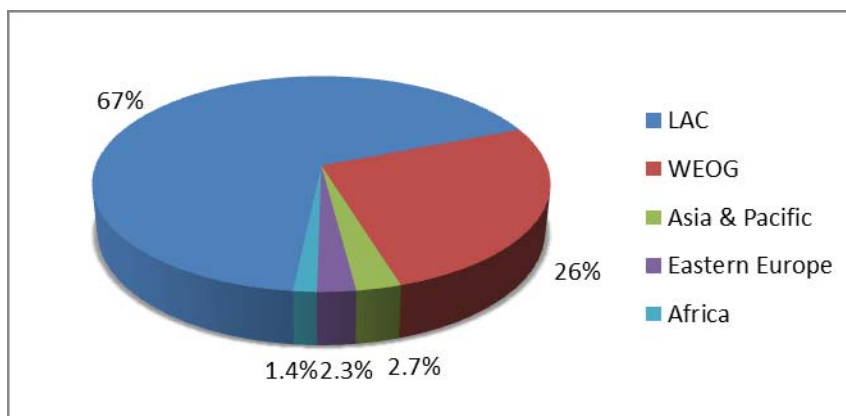
81. It should be noted that geographical distribution of staff for individual departments within the Secretariat is not assessed against targets established for each of the different geographical groups as recognized by the General Assembly; geographical distribution of staff is only assessed at the overall Secretariat level. However, the Inspectors consider that a more balanced mix would be beneficial for ECLAC. In their view, **ECLAC should make efforts to recruit staff from those regional groups which have the smallest percentage of staff representation as indicated above.**

82. The same unbalanced situation can be observed if geographical distribution is considered only within the Latin America and Caribbean region. Staff geographical representation is heavily influenced by the locations where ECLAC is established; as can be seen in the figure below, the top five nationalities represented, with the highest number of staff members are: Chile, Mexico, Argentina, Uruguay and Brazil. Additionally, 11 member States of ECLAC, most of them belonging to the Caribbean, are unrepresented.[30] Again, to the extent possible, ECLAC should make additional efforts to hire staff from those unrepresented countries.

Figure 3. Geographical distribution of ECLAC staff (only nationals of the LAC region)
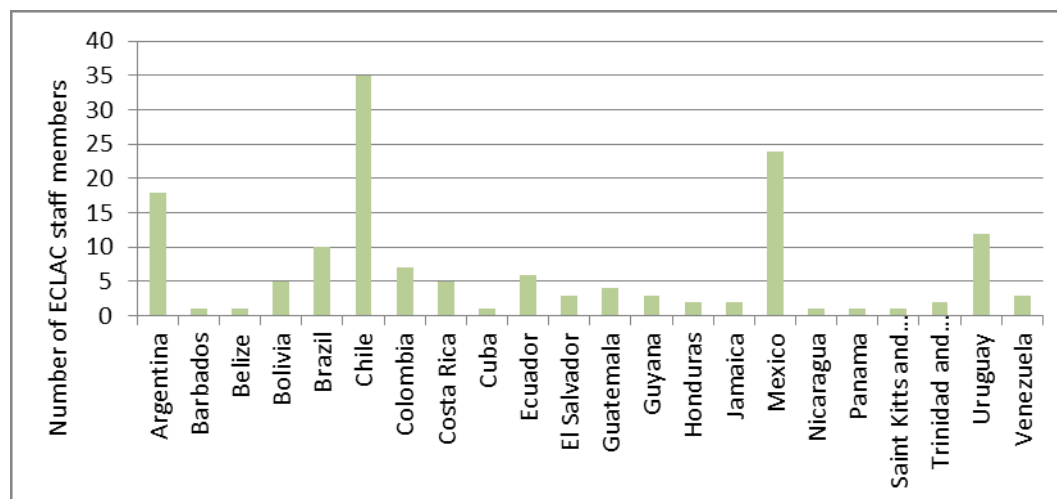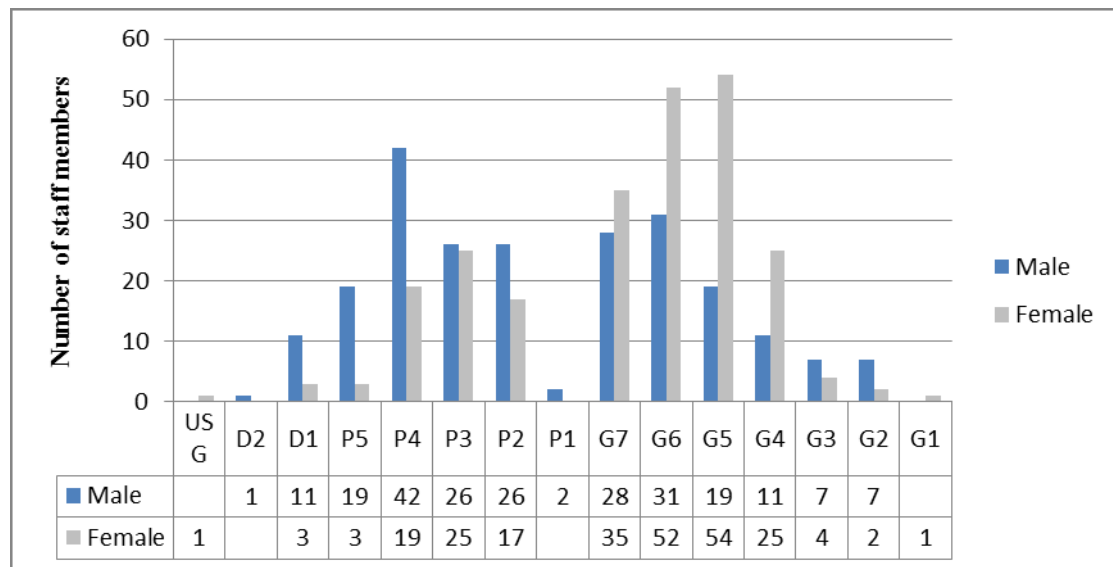

[30] Unrepresented member States: Antigua and Barbuda, Bahamas, Dominica, the Dominican Republic, Grenada, Haiti, Paraguay, Peru, Saint Lucia, Saint Vincent and the Grenadines, and Suriname.

83. In order to address the unbalanced geographical distribution of staff, OIOS recommended that ECLAC revisit its standard practice of insisting on the Spanish language requirement for all posts at its headquarters and identify those posts for which this requirement may not be required.[31] ECLAC accepted the recommendation and maintains that it is being implemented. ECLAC has been identifying posts which would not require fluency in Spanish, in order to improve geographical representation. In addition, programme managers have been accepting National Competitive Examination roster candidates for P-2 posts who have basic or no knowledge of the Spanish language. **In the view of the Inspectors, the unbalanced geographical distribution of staff should be addressed through a comprehensive action plan.** Furthermore, as reflected in the Charter of the United Nations, candidates should be recruited primarily based on their competences,[32] and therefore reducing the required competences is not a viable solution in their view.

B. Gender balance

84. Staff gender balance is an area where action needs to be taken. Despite overall acceptable figures showing 48.6 per cent of male staff and 51.4 per cent of female staff; the underlying gender structure by grade needs further attention. The figure below shows gender distribution by grade for Professional as well as for General Service staff. As it can be seen, Professional staff is predominantly male (65 per cent of Professionals are male), while 63 per cent of General Service staff is female. In addition, it should be noted that senior management, P-5 grade and above, is largely formed by male staff (i.e. 81.5 per cent of the total). ECLAC should take action in this respect to address the geographical and gender current unbalance of its staff.

Figure 4. Gender balance of staff by category/grade

	USG	D2	D1	P5	P4	P3	P2	P1	G7	G6	G5	G4	G3	G2	G1
Male		1	11	19	42	26	26	2	28	31	19	11	7	7	
Female	1		3	3	19	25	17		35	52	54	25	4	2	1

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[31] OIOS, Audit report: Comprehensive audit of ECLAC, Recommendation 9.

[32] Article 101.3: "The paramount consideration in the employment of the staff and in the determination of the conditions of service shall be the necessity of securing the highest standards of efficiency, competence, and integrity. Due regard shall be paid to the importance of recruiting the staff on as wide a geographical basis as possible."

85. The implementation of the following recommendation is expected to enhance the compliance with human resources targets.

Recommendation 5

The Executive Secretary of ECLAC should prepare, before the thirty-fifth session of the Commission, an action plan to address the current gender imbalance of staff, paying particular attention to the recruitment of women at the P-4 and above level, including senior positions.

C. Others

86. Geographical and gender distribution of consultants is another issue on which OIOS recommended ECLAC to take action. Despite accepting the relevant recommendation[33] and indicating that it would be implemented by 31 December 2011, it is still in progress. In 2010, ECLAC initiated quarterly meetings with all Division and Section managers as well as monthly meetings with the two subregional offices, during which this particular issue was brought up and managers were continuously reminded of the need to expand the geographical and gender distribution of consultants. In addition, ECLAC has undertaken an overall review of the workflow process on the hiring of consultants and has issued an instruction and revised forms to ensure better adherence to the policies. It is also at the production stage of an IT application which would include the establishment of a centralized database of current and potential consultants to facilitate the selection out of a wider pool of qualified candidates, in an effort to improve the geographical and gender distribution of consultants.

87. A partial staff survey conducted in 2009 highlighted concerns regarding quality of life and occupational health; to better understand the issue, OIOS recommended that ECLAC conduct periodic staff surveys to capture staff concerns and to take any remedial action necessary.[34] Again, despite its acceptance and promise to implement it by 1 July 2011, it is still a work in progress. However, ECLAC indicates that the human resources management section is reviewing the information gathered from focus groups to identify staff members' proposals on this topic.

88. Regarding the age distribution of staff, the most representative age range is 35–45 years with 36 per cent of staff, followed closely by 33.5 per cent of staff in the range 45–55. Extreme ranges of the pyramid of age represent 12.5 per cent for the range 25–35 and 18 per cent for the range of 55 years or more.

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[33] OIOS, Audit report: Comprehensive audit of ECLAC, Recommendation 10.
[34] *Ibid.*, Recommendation 11.

Figure 5. Staff age distribution
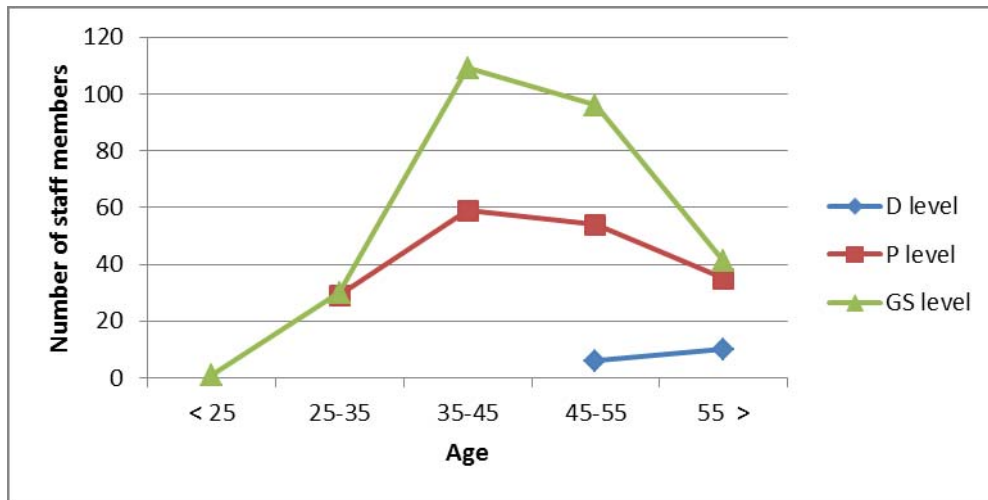
89.   The vacancy rate target established for ECLAC is 5 per cent, while the actual result is 7 per cent.[35] According to figures provided by ECLAC, only 13 staff members were transferred to ECLAC from other United Nations entities in the 2010–2011 biennium and 18 left ECLAC to join other United Nations bodies. Most of the staff movements were within the Secretariat, including other Regional Commissions; inter-agency mobility is marginal. ECLAC relies on regional experts with knowledge of the socioeconomic regional context to produce its outputs. In this regard, some managers expressed their concerns regarding staff mobility schemes that might jeopardize programme delivery due to potentially stringent mobility requirements on key staff. It should be noted that, at the time of writing this report, there is a proposal for staff mobility to be submitted to the General Assembly at its sixty-seventh session.

90. Regarding the assessment of individual staff performance through the use of the electronic performance appraisal system (e-PAS), the Inspectors regret not being able to provide specific figures with respect to the rate of timely implementation of assessments. ECLAC indicated in its response to this specific point "because of the E-PAS system crash last year, HQs is unable to provide us with reliable information in order to assess the rate of implementation for ECLAC's staff at large". It should be noted that the old e-PAS system is being discontinued at the Secretariat level at the end of 2012; the new Inspira system is currently in use for the assessment of staff individual performance for the cycle 1 April 2012– 31 March 2013.

91. ECLAC follows the learning and development strategy established by the Office of Human Resources Management for 2011–2012. The approach is centrally planned and intended to be systematically implemented in a yearly manner. However, the limited resources of ECLAC impact on the attendance and the compliance with the mandatory training programmes, as well as on the comprehensive planning of staff members' career development programmes, which in the view of the Inspectors are non-existing.

92. The Office of Human Resources Management has central responsibility for the provision of certain "cross-cutting corporate" training (e.g. management/ leadership, IT, soft skills), while other "corporate" training is provided by the relevant thematic/thematic entity (e.g. the Department of Safety and Security for mandatory security training for staff at large) or closely

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[35] Human resources management scorecard for ECLAC. Data provided by ECLAC.

coordinated between the Office of Human Resources Management and the thematic entity (e.g. the Ethics Office for mandatory ethics training). Provision of specific substantive and technical training, however, is done by departments, which develop and deliver training to their own staff. Overall, the total training budgets within the Secretariat represent a percentage of staff costs well below the established best practice of a minimum of 2 per cent formally endorsed by the Human Resources Network on behalf of the CEB. Due to funding limitations, ECLAC does not normally fund training-related travel.

V. BUDGET AND FINANCE

A. Overall resources

93. The proposed programme budget for 2012–2013 submitted by ECLAC was of US$107.2 million, or US$115.3 million after recosting. However, the approved resources for the period amounted to US$110.256 million.

94. The figure below shows the evolution of regular budget and extrabudgetary resources since 2006–2007. It should be noted that the peak reached in 2010–2011 is, inter alia, due to additional regular budget resources made available to ECLAC in order to undertake necessary reconstruction work after the 2010 earthquake in Santiago de Chile. ECLAC estimated $7.8 million in emergency funds and requested an additional allotment of $6.3 million from the regular budget under Section 33 in addition to the $1.5 million already allotted under this section. The Inspectors were informed and could witness that most of the reconstruction work had been finalized and only two related reconstruction projects were to be finalized in 2012 with funding already received by ECLAC in 2011.

Figure 6. ECLAC regular budget and extrabudgetary resources (in thousands of US$)
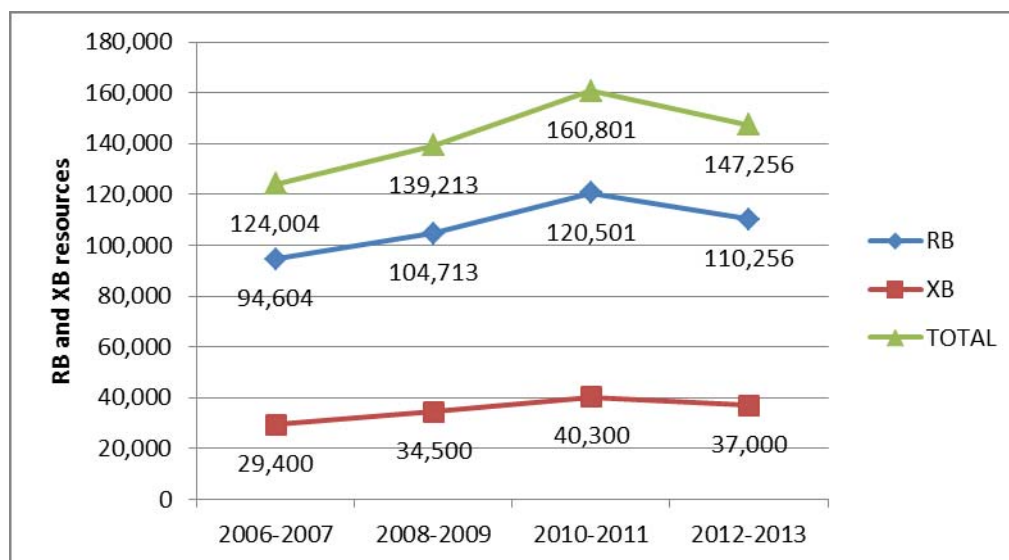

95. Extrabudgetary resources are used mainly for technical cooperation activities. Resources have grown steadily throughout the past three bienniums; however, the estimate for the current biennium does not follow this trend and the extrabudgetary resources estimate for 2012–2013 is lower than the previous biennium result.

B. Managing the unpredictability of extrabudgetary resources

96. The Inspectors are concerned due to the considerable differences between extrabudgetary resource estimates and actual figures found in different documents. As an example, "[f]or the 2010–2011 biennium, ECLAC had projected its extra-budgetary funding at $24.5 million";[36] however, the estimate included in the proposed programme budget for the same biennium is US$29.5 million,[37], while the final figure reported by ECLAC for the preparation of this review is US$40.3 million for the same period. It is easily understood that estimates may change at different stages, but the differences noted in a short period are considerable, in particular when ECLAC claims that it "has been able to enter into agreements with its main bilateral and multilateral partners and is therefore able to make a stable projection of extrabudgetary resources".[38]

97. Different bilateral agencies, including Governments, provide the most important part of extrabudgetary resources, followed closely by other United Nations organizations; together they represent about 80 per cent of ECLAC total extrabudgetary resources.

Figure 7. Extrabudgetary resources broken down by source (in thousands of US$)
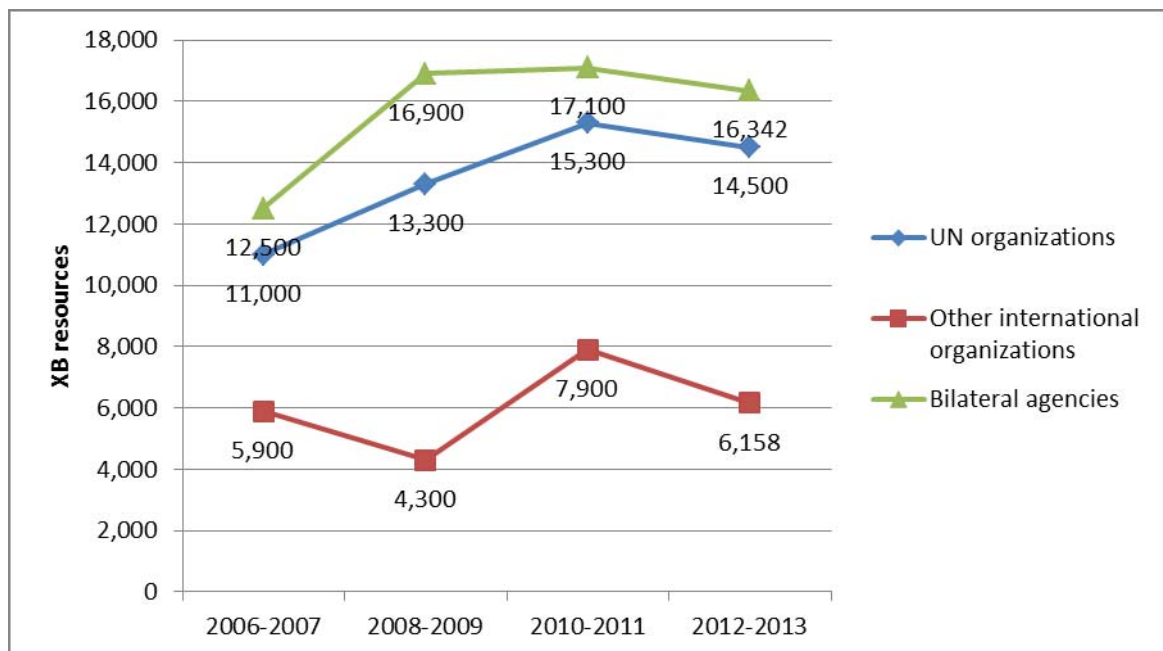
98. OIOS warned ECLAC about the risk of securing extrabudgetary resources in the current context of financial crisis; this is a critical concern shared by the Inspectors. ECLAC relies on traditional donors whose economies are in some cases significantly affected by the current economic slowdown. Table 1 shows major donors for the past bienniums.

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[36] OIOS, Audit report: Comprehensive audit of ECLAC, para. 29.
[37] Proposed programme budget for the biennium 2012–2013; Part V, Regional cooperation for development; Section 21, Economic and social development in Latin America and the Caribbean; A/66/6 (Sect. 21), Table 21.5. p. 9.
[38] *Ibid.*, para. 21.16.

Table 1. ECLAC Top 10 donors (in thousands of US$)

	2006–2007		2008–2009		2010–2011	
1	European Union	3,086	European Union	3,840	European Union	7,560
2	Germany	3,069	AECID - Spain	2,669	Germany	3,302
3	Kellogg Foundation	2,754	Germany	2,549	AECID - Spain	2,343
4	Canada	1,488	Spain	2,331	World Bank	1,405
5	AECI - Spain	1,248	United Kingdom	2,248	Argentina	1,269
6	Argentina	977	Sweden	1,380	United Kingdom	1,219
7	Colombia	881	Canada	1,326	Mexico	1,164
8	Sweden	865	Mexico	1,268	Australia	1,076
9	SEGIB	782	Argentina	1,101	Canada	1,016
10	IDB - Washington	759	Chile	892	Spain	985

99.   It should be noted that only four countries of the region rank among the top 10 donors for the past three bienniums. The amount of extrabudgetary funding provided by governments of Latin America and the Caribbean was US$5.2 million, or 15.1 per cent of the total extrabudgetary funding for the biennium 2008–2009, while they provided US$4.7 million for the biennium 2010–2011, or 11.5 per cent of the total.[39] **Given that some of the countries in the region have had significant economic growth in recent years, the Inspectors encourage members of the region to consider providing extrabudgetary resources commensurate with their requests for technical cooperation in support of ECLAC activities**.

100. ECLAC follows certain principles regarding fundraising activities as follows: maintenance and expansion of its relevance at the political arena and in the substantive debate on development; communication and visibility; and forging of strategic partnerships. In this regard, nurturing the relationship with strategic partners is important to minimize the unpredictability of extrabudgetary resources; however, it is not enough. The current economic slowdown may impact resources available in the near future, thus it is advisable to develop an outreach plan for new potential donors as part of a comprehensive fundraising strategy which should, inter alia, take into consideration the regional perspective of ECLAC activities in coordination with other United Nations entities. ECLAC has not established a documented and formal fundraising strategy; in the view of the Inspectors, it is necessary to put in place a systematic and coordinated approach to fundraising.

101. The implementation of the following recommendation is expected to enhance the predictability of extrabudgetary resources.

Recommendation 6

The Executive Secretary of ECLAC should elaborate, by the end of 2013, a formal and comprehensive fundraising strategy.

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[39] Report on the Activities of the Commission from January 2010 to December 2011. ECLAC.

C. Implementation of International Public Sector Accounting Standards (IPSAS)

102.   The Board of Auditors noted in its report for 2008–2009 that the overall level of preparation for the implementation of IPSAS at ECLAC was inadequate.[40] However, since then ECLAC has established the local IPSAS team with a well-defined structure and roles as follows:

  (a) The Executive Sponsor has overall responsibility and acts as an advocate for IPSAS implementation.

  (b) The IPSAS Coordinator ensures effective engagement, coordination and cooperation in all areas impacted by IPSAS implementation. The IPSAS Coordinator is the Director of Administration.

  (c) The IPSAS Project Manager provides instructions to IPSAS groups regarding IPSAS implementing activities. The IPSAS groups should report back to the IPSAS Project Manager on the status of the activities.

  (d) The IPSAS groups comprise the primary team members responsible for the actual execution of IPSAS implementation activities and will lead the effort for the different relevant areas.

The IPSAS local team has met three times since its formation, with the most recent meeting held in November 2012.

103.   ECLAC is performing a physical inventory of all fixed assets in a newly acquired asset management system. The Inspectors regret that the delay in the development of Umoja, the future enterprise resource planning (ERP) system of the United Nations, has an impact on the tools available for the implementation of IPSAS. However, both development processes are centrally managed by the Secretariat, thus ECLAC is forced to follow and adapt.

VI. OVERSIGHT AND EVALUATION

104.   ECLAC, as part of the Secretariat, is subject to systematic oversight by OIOS and the Board of Auditors. OIOS conducted a comprehensive audit of ECLAC in 2010 and undertook a risk assessment exercise in 2007. In accordance with relevant resolutions[41] and financial rules, the Board of Auditors audits the financial statements and the operations of the Secretariat and its departments at the end of each financial period.

105.   The General Assembly in its resolution 58/269 of 23 December 2003 requested the Secretary-General to identify specific resources for all the sections of the proposed programme budget for the performance of evaluation functions. ECLAC has included specific resources for evaluation in its proposed programme budget for the 2012–2013 biennium as follows: US$930,900 for monitoring, self-evaluation and evaluation activities (US$718,400 from regular budget resources and US$212,500 from extrabudgetary resources).

106.   ECLAC has elaborated monitoring and reporting guidelines following the principles and obligations established for evaluation within the Secretariat. The most common types of

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[40] A/65/5 (Vol. I), p. 4.
[41] General Assembly resolution 74 (I) of 7 December 1946.

evaluations in ECLAC are internal mandatory and discretionary self-assessments, which are carried out by programme managers and reported through IMDIS. Discretionary self-assessments are conducted based on the decision of the programme managers. Currently, a discretionary self-assessment is undertaken every two bienniums.

107.   The responsibility for monitoring and internal evaluation within ECLAC rests with the Programme Planning and Operations Division. As indicated by ECLAC, it conducted four evaluations during the 2010–2011 biennium. Of these, three were related to extrabudgetary projects[42] and one related to the internal functioning of ECLAC: The role of ECLAC in the Caribbean, Phase II. This in-depth evaluation identified the contributions, relevance, efficiency and effectiveness of the work of ECLAC with regard to development in the Caribbean subregion. In addition, ECLAC follows subprogramme performance self-assessments and standard reporting practices established within the Secretariat using IMDIS (Integrated Monitoring and Documentation Information System).

108.   ECLAC plans to conduct five evaluations during the biennium 2012–2013: three related to projects funded through the Development Account and two evaluations related to its technical cooperation programmes with different donors.[43] Evaluations are mainly conducted on technical cooperation projects as part of the reporting requirements demanded by donors. An overall project evaluation of "Experiences in social innovation", a project funded by the Kellogg's Foundation, is to be conducted by an external consultant at the end of the project, estimated in 2013.

VII. OTHERS

A. Coordination issues

109.   The role of ECLAC in coordination with United Nations entities has already been discussed in previous paragraphs of this review. However, the involvement of ECLAC in emergency response coordination in the region, in particular its involvement in the aftermath of the 2010 earthquake in Haiti has been criticized, indicating that "[t]he RCM was bypassed and the role of ECLAC was marginalized".[44] The report includes a recommendation addressed to the Executive Office of the Secretary-General requesting the issuance of a directive to include Regional Commissions in all emergency response coordination forums to ensure that long-term economic and social development concerns are taken into consideration.[45]

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[42] An evaluation of a project part of the cooperation programme with the Swedish International Development Cooperation Agency (SIDA)(Enhancing economic and social conditions and opportunities of vulnerable groups in Latin America) and two evaluations of projects funded through the development account (Implications of macroeconomic policy, external shocks and social protection systems for poverty, inequality, and social vulnerability in Latin America and the Caribbean; and Strengthening the capacity of the Latin American and Caribbean countries to achieve the Millennium Development Goals by sharing information about successful initiatives through a regional network), and ECLAC work on themes related to the Millennium Development Goals.

[43] Evaluation of the technical cooperation programme of ECLAC and the AECID and an evaluation of Social protection and social inclusion in Latin America and the Caribbean as part of the ECLAC technical cooperation programme with SIDA.

[44] OIOS, Audit report: Comprehensive audit of ECLAC, para. 21.

[45] *Ibid.*, Recommendation 4.

110. The ECLAC mandate does not include provisions for the participation of ECLAC in emergency response operations, nor is ECLAC equipped with appropriate expertise and resources for such a task. The Secretary-General and the Office for the Coordination of Humanitarian Affairs (OCHA) have to determine the involvement of Regional Commissions in emergency response, if any. However, it should be noted that from a normative perspective, ECLAC has developed a methodology to assess and cost the loss and damages resulting from natural disasters, which is regularly updated and refined, and has a long tradition of over 30 years of experience of applying this methodology upon request. ECLAC, at the request of affected member States, deploys assessment teams in the field after the humanitarian phase is over. The results are presented in a report that is discussed with national authorities and policymakers to assist them in designing recovery plans that incorporate a development perspective and risk mitigation strategy.[46]

111. The Inspectors, during their interviews at subregional offices, could observe some dissatisfaction regarding coordination with ECLAC headquarters in Santiago. Some officers indicated that they were surprised to sometimes see activities taking place in countries under their responsibility but handled from Santiago, without prior notice.

112. The subregional office in Mexico was relocated during 2012 due to the security limitations of the previous building. The Inspectors were pleased to observe the high level of involvement of the subregional office with relevant member States. The subregional office offered advice in in the areas of poverty eradication and economic development to four countries; in addition, six Central American countries adopted policies and measures in the areas of trade, integration and sustainable development based on ECLAC recommendations. The subregional office also provided technical support to the Mesoamerica Project in the Inter-institutional Technical Group, which was recognized in the Cartagena Declaration during the Summit of Heads of State and Government of the Mesoamerica Project.

113. ECLAC is the only Regional Commission having established subregional headquarters and national offices. As previously indicated, there are five national offices located in Bogota, Brasilia, Buenos Aires, Montevideo and Washington D.C. National offices were mostly created at the request of the respective host countries between 1950 and the early 1970s. The core functions of the national offices are as follows: (a) Preparing various economic and social development studies on their respective host countries and contributing to studies and reports prepared by ECLAC; (b) Representing ECLAC at meetings and seminars and keeping the Executive Secretary informed of the latest developments in their respective host countries; and (c) Undertaking liaison work with various national, interregional and international organizations. They provide technical cooperation upon request to local, national, and sometimes regional governmental entities. The involvement of ECLAC national offices in the preparation of the respective UNDAFs is uneven; ECLAC signed the UNDAFs of Argentina and Uruguay and participated in the preparation of those of Brazil and Chile. However, it is not a signatory and did not participate in the UNDAF of the Plurinational State of Bolivia. ECLAC is signatory of the respective UNDAF documents in the two locations where subregional offices are located: Mexico and Trinidad and Tobago. The Inspectors stress the importance of the inclusive participation of all United Nations in the elaboration and implementation of specific country plans; in particular, they call for the participation of all United Nations entities with a presence in a given country.

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[46] ECLAC Damage and Loss Assessment Methodology (DALA).

114.   The Caribbean is a subregion with its own idiosyncrasy: it is characterized by the use of different languages in addition to Spanish, the main language used in the rest of the region, and by a certain geographical isolation, given that most of its countries are small islands with very specific needs, in particular those related to communications, transportation and climate change. These differentiated factors, together with a lack of adequate attention on the part of former senior management at ECLAC, created a perception of "being isolated" from the main ECLAC activities. A review of relevant documentation dating back as far as 2002[47] shows a series of significant issues related to the functioning of the Port of Spain subregional office. Evaluation reports were very critical with the senior management of the subregional office; furthermore, the post of Director was subsequently vacant for more than two years. "As a result, the … linkages with Governments and organizations within the region appear to have diminished over time and ECLAC faded from the consciousness of the region."[48]

115.   ECLAC is aware of the challenge ahead and several measures are being taken to redress the situation, such as appointing a new Director for the Port of Spain sub regional office in November 2011; making an effort to revitalize the CDCC, discussed in previous paragraphs; and conducting a second phase of the in-depth evaluation of the Caribbean subregional office, including the preparation of an action plan to be put in place to address the issues relevant to the Caribbean subregion.[49] It should be noted that the Caribbean subregional office of ECLAC does not serve the whole Caribbean region, given that Cuba, the Dominican Republic and Haiti are served through the Mexico subregional office despite being Caribbean countries; this might create an unnecessary fragmentation of the vision of the Caribbean subregion when contemplated from the internal subregional perspective of ECLAC. However, the Inspectors are pleased to know that both ECLAC subregional offices are now cooperating when approaching Caribbean subregional entities and issues.[50]

116.   In addition to these measures, ECLAC indicated that "[t]he final report of the second phase of the in-depth evaluation of the role of ECLAC in the Caribbean was finalized in March 2012 and circulated for comments to the corresponding subregional office, and will be discussed during the next CDCC … The document may help to improve the coordination links between Santiago-based divisions, the ECLAC Office in Mexico and the national offices with our subregional office in Port of Spain, as well as to prepare the action plan to address its recommendations."

117.   The Plan of Action for the Caribbean was made available to the Inspectors, who would like to reiterate and stress the need to take action on the recommendations related to the Caribbean subregional office included in relevant evaluations. The opportunity to facilitate cooperation and integration between Latin America and the Caribbean is critical at this stage and ECLAC should act, putting in place and implementing an action plan to better support its subregional offices, and in particular to redress the situation in the Caribbean subregion.

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[47] Inspection of programme management and administrative practices in the Economic Commission for Latin America and the Caribbean. A/56/930, 23 April, 2002
[48] Evaluation report: In-depth evaluation of the Role of the Economic Commission for Latin America and the Caribbean (ECLAC) in the Caribbean, para. 40.
[49] OIOS, Audit report: Comprehensive audit of ECLAC, Recommendation 5.
[50] Final evaluation report: Final report of the second phase of the in-depth evaluation of the role of the Economic Commission for Latin America and the Caribbean (ECLAC) in the Caribbean, Finding 10: "Notable improvements in cooperation and collaboration between divisions at ECLAC headquarters, the subregional headquarters in Mexico and the subregional headquarters for the Caribbean have rendered a more coordinated and coherent ECLAC response."

B. Knowledge management and information technologies

118. The importance of knowledge management within ECLAC activities has been recognized and discussed in previous paragraphs of this review. OIOS, in its comprehensive audit, also referred to knowledge management as a key driver, recommending that ECLAC "clearly establish its knowledge management objectives, a governance system and seek necessary resources for its implementation".[51]

119. ECLAC indicated that the implementation of this recommendation is in progress, stating that "ECLAC senior management took a series of management actions to consolidate the organization's knowledge management strategy in 2011 and 2012. In 2011, in order to have a common strategic approach and harmonize reporting lines, the four ECLAC divisions and units related to knowledge management (Public Information and Web Services Unit, ICTS, Documents and Publications Division, the ECLAC Library) were placed under the direct supervision of the Deputy Executive Secretary".[52] Additionally, in order to support knowledge management activities, in 2012 two posts were designated in the Office of the Deputy Executive Secretary and two knowledge management officers posts were assigned to serve as focal points in the ECLAC subregional offices for Mexico and Central America and for the Caribbean.

120. Information and telecommunications technologies are tools to support, inter alia, knowledge management and sharing. In this regard, ECLAC, as part of the Secretariat, follows the information technologies strategy established by the Secretariat[53] and operates the systems developed by the Secretariat (e.g. IMIS, IMDIS and Inspira). In this regard, ECLAC capability is limited to following developments initiated by the Secretariat. The new ERP system, UMOJA, is to be launched by the Secretariat in July 2013.

121. The centralization of processes in regional hubs, necessary for UMOJA implementation, is being analysed at Headquarters; however, the location of these hubs is still to be identified and ECLAC has suggested its newly relocated Mexico subregional office be considered as a possible hub.

122. Implementation of UMOJA should reach ECLAC in 2015. Training programmes on the use of the new ERP are still to be developed by United Nations Headquarters once the mapping of processes and the location of centralized regional hubs are finalized. ECLAC expressed concerns regarding the implementation of a reduction of posts for the period 2014–2015, in line with the 5 per cent budgetary cut requested by the Secretary-General and the recently proposed directive on General Service posts which, if implemented starting January 2013, might jeopardize the availability of necessary, additional resources required for the successful implementation of UMOJA while maintaining the current IMIS system.

123. **The Inspectors support the idea of a comprehensive knowledge management strategy specific to ECLAC, which should primarily take into consideration the knowledge needs of ECLAC stakeholders.** The Inspectors welcome the consolidation of divisions and units related to knowledge management under the direct supervision of the Deputy Executive Secretary. However, the role of ECLAC as a think tank and as a knowledge

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[51] OIOS, Audit report: Comprehensive audit of ECLAC, Recommendation 12.
[52] ECLAC answer to the JIU questionnaire.
[53] Report of the Secretary-General: Investing in information and communications technology: information and communications strategy for the United Nations Secretariat, A/62/793.

catalyst in the region needs to be clearly defined and reflected in a comprehensive knowledge management strategy which should go beyond the above rearrangement of reporting lines undertaken by ECLAC.

C. Business continuity plan

124.   ECLAC headquarters in Santiago were hit and damaged by an earthquake in February 2010; consequently, ECLAC undertook an assessment exercise to assess its response and prepared a checklist of lessons learned contained in a report. "As a result of the earthquake, the ECLAC premises suffered some damage, especially the older part of the premises where about 300 work stations (50% of all ECLAC work stations) were located. As a consequence,

ECLAC had to set-up temporary provisional work spaces for about 300 staff."[54]

125.   OIOS addressed two recommendations[55] to ECLAC recommending it to: (a) update and approve its business continuity plan incorporating the lessons learned checklist after the earthquake, and implement the recommendations of the After Action Report; and (b) develop business continuity plans for its subregional and national offices. The Inspectors are pleased to note that the recommendations were accepted and implemented in due time.

D. Results-based management

126.   The Inspectors consider results-based management (RBM) an important element in the management of any United Nations entity. ECLAC follows the processes established within the Secretariat applying RBM principles in the preparation of its proposed programme budget. The Division of Programme Planning and Operations is responsible for an even implementation across ECLAC. Through this Division, ECLAC has made efforts to strengthen the monitoring of indicators and outcomes.

127.   The Inspectors welcome some ECLAC initiatives to further deepen the understanding and smooth application of RBM principles. Every year, the Office of the Executive Secretary organizes strategic planning meetings with all the substantive divisions, and the subregional and national offices. The objective of these meetings is to evaluate and monitor progress achieved against the benchmarks and goals previously agreed and planned; furthermore, these meetings contribute to the debate on the substantive priorities for the next bienniums, as well as the strategies and work methods to achieve greater impact.

128.   In this framework, several objectives, expected accomplishments and indicators of achievement were adjusted to make them more relevant to the work programme of the divisions and improve their management tools. However, the Inspectors could notice some frustration among substantive senior and middle-level managers who indicated that they did not consider the indicators established for their respective subprogrammes representative enough, and that in some cases the indicators had been imposed centrally. The Inspectors firmly believe that RBM is not a rigid approach; furthermore, it is a managerial tool to allow managers to manage better, thus their views should be respected when planning their own activities.

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[54] After Action Report: ECLAC Response to 27th February 2010 Earthquake.
[55] OIOS, Audit report: Comprehensive audit of ECLAC, Recommendations 13 and 14.

129.   The Inspectors are pleased to note that the Commission has formalized periodic reviews every six months, enforcing a results-based approach.

130.   ECLAC also organizes RBM-relevant trainings to further strengthen required capabilities. In the last biennium, ECLAC organized two training courses. The first one, on RBM and project management, was held in 2010 in Santiago and the two subregional offices. It was well received by participants; 90 per cent of the participants provided ratings of excellent or good. In 2011, another training course was organized in Santiago by the United Nations System Staff College on measurement of an efficient RBM approach. The Inspectors would like to encourage ECLAC to continue providing relevant training to its staff.

Annex I

Table on cooperation of ECLAC with regional organizations

Organization	Date of establishment and headquarters	Function	Member States	Main areas of activity	Areas of cooperation with ECLAC
OAS (Organization of American States)	The Ninth International Conference of American States was held in Bogota between March and May 1948. During this Conference, 21 States signed the Charter of the Organization of American States on **30 April 1948** giving birth to the OAS as it stands today. This Charter took effect from December 1951 onwards. **Headquarters:** Washington D.C	The Organization's four main pillars– democracy, human rights, security, and development – support each other and are intertwined through political dialogue, inclusiveness, cooperation, and legal and follow-up instruments that provide the OAS with the tools to maximize its work in the hemisphere. **Political dialogue:** The OAS is the premier political forum of the Americas, where the independent countries of North, Central and South America and the Caribbean come together to advance their common goals and work out their differences. **Cooperation:** The OAS provides critical support to member States in building institutional and human capacity to meet new challenges.	**35 countries have ratified the Charter of the Organization of American States:** Antigua and Barbuda, Argentina, the Bahamas, Barbados, Belize, Bolivia (Plurinational State of), Brazil, Canada, Chile, Colombia, Costa Rica, **Cuba,**[1] Dominica, the Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, **Honduras,**[2] Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago, the United States of American, Uruguay, Venezuela (Bolivarian Republic of). [1] Cuba was excluded from the OAS under a decision adopted in Punta del Este, Uruguay, on 31 January 1962. On 3 June 2009, Foreign Ministers assembled in Honduras for the thiry-ninth General Assembly OAS passed a vote to lift Cuba's suspension from the OAS. The 2009 resolution states that the participation of the Cuba in the OAS will be the result of a process of dialogue in accordance with practices, purposes and principles of the OAS. [2] Honduras was suspended unanimously in 2009 following the expulsion of President Manuel Zelaya. Honduras was finally readmitted to the	-Actions against corruption -Children -Civil registry -Civil society -Culture, -Demining -Democracy -Disarmament -Drugs -E-Government -Education -Elections -Environment -Governance -Human Development -Human Rights -Indigenous People -Integral Development -Intellectual Property -International affairs -International law -Justice -Knowledge-based society -Labour -Legal Services -Migration -Multidimensional security -Peace	-Cooperation Framework Agreement (MoU) -Political leaders, governance and development (MoU) -Corporate environmental and social responsibility (MoU) -Energy (MoU)

Organization	Date of establishment and headquarters	Function	Member States	Main areas of activity	Areas of cooperation with ECLAC
		challenges. **Follow-up mechanisms:** The OAS member States hold each other accountable on a range of issues. They have adopted innovative mechanisms to evaluate their progress in combating illegal drugs, corruption and domestic violence. **Juridical heritage:** Through the OAS, the countries have adopted multilateral treaties that have solidified relations in the region and also helped shape domestic law on matters as diverse as preventing illegal arms trafficking and strengthening the rights of persons with disabilities.	OAS on 1 June 2011 with 32 votes in favour and only one against (Ecuador). **68 permanent observers:** They participate in the Organization's activities and contribute to its programmes: Albania, Algeria, Angola, Armenia, Austria, Azerbaijan, Belgium, Benin, Bosnia and Herzegovina, Bulgaria, China, Croatia, Cyprus, Czech Republic, Denmark, Egypt, Equatorial Guinea, Estonia, the European Union, Finland, France, Georgia, Germany, Ghana, Greece, the Holy See, Hungary, Iceland, India, Ireland, Israel, Italy, Japan, Kazakhstan, Latvia, Lebanon, Lithuania, Luxembourg, Malta, Monaco, Morocco, the Netherlands, Nigeria, Norway, Pakistan, the Philippines, Poland, Portugal, Qatar, the Republic of Korea, the Republic of Serbia, Romania, the Russian Federation, Saudi Arabia, Slovakia, Slovenia, Spain, Sri Lanka, Sweden, Switzerland, Thailand, the former Yugoslav Republic of Macedonia, Tunisia, Turkey, Ukraine, the United Kingdom of Great Britain and Northern Ireland, Vanuatu, Yemen.	-Persons with disabilities -Public security -Racism and intolerance -Refugees -Scholarships -Science and Technology -Social Development -Summits of the Americas -Sustainable development -Terrorism -Tourism -Trade -Treaties and agreements -Women -Youth	
IDB (Inter-American Development Bank)	The IDB was founded in **1959** as a partnership between 19 Latin American countries and the United States. Over the next several decades, the Bank	The IDB supports efforts by Latin America and the Caribbean countries to reduce poverty and inequality. At the same time, it aims to bring about development in a sustainable, climate-friendly way.	Its shareholders are 48 member countries, including **26 Latin American and Caribbean borrowing members,** who have a majority ownership of the IDB: **26 borrowing member countries:** Argentina, the Bahamas, Barbados, Belize, Bolivia (Plurinational State of), Brazil, Chile, Colombia, Costa Rica, the Dominican Republic, Ecuador, El	-Agriculture -Climate change -Children and youth -Civil society -Corporate social responsibilities -Cross-border projects -Citizen security -Culture	-Cooperation Framework Agreement (MoU) -Health reform and medical tourism (MoU) -Value chains, regional integration and competitiveness in Caribbean SMEs (MoU) -National disasters in Colombia:

Organization	Date of establishment and headquarters	Function	Member States	Main areas of activity	Areas of cooperation with ECLAC
	expanded its membership, initially through the Western Hemisphere. Cuba signed but did not ratify the Agreement Establishing the Inter-American Development Bank, the institution's charter, so it has not become a member. **Headquarters:**Washington D.C		Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Suriname, Trinidad and Tobago, Uruguay, Venezuela (Bolivarian Republic of). **2 additional offices** focus on resources mobilization with donors. The Paris office serves the Bank's European member countries and Israel; the Tokyo office is for China, Japan and the Republic of Korea. **22 non-borrowing member countries** (meaning that they provide capital and have voting representation in the Bank's Board of Governors and Board of Executive Directors according to their capital subscriptions): Canada, China, Japan, Israel, the Republic of Korea, the United States of America, and 16 European countries: Austria, Belgium, Croatia, Denmark, Finland, France, Germany, Italy, the Netherlands, Norway, Portugal, Slovenia, Spain, Sweden, Switzerland and the United Kingdom.	-Decentralization -Demographics -Democracy -Development effectiveness -Economic growth -Education -Electricity -Energy -Environment -Finance -Forestry -Government -Gender and diversity -Health -Highways and roads -Human development -Housing -Human Rights, -Information and communication technology -Labour -Macroeconomics -Management -Migration issues -Natural disasters -Oil and mining -Opportunities -Pensions -Ports and airports -Poverty reduction -Private sector -Public finances -Public–private partnerships	flood damage evaluation (MoU) -Corporate governance regulation for debt issuance (MoU) -Damage assessment of Hurricane 12E in Central America (MoU)

Organization	Date of establishment and headquarters	Function	Member States	Main areas of activity	Areas of cooperation with ECLAC
				-Regional integration -Rural development -Science and technology -Small and medium enterprises -Social protection -Sustainability -Tourism -Trade -Transportation -Water and sanitation	
CAF (Development Bank of Latin America)	The initiative that led to the creation of began to take shape in **1966**, following the historic signing of the Declaration of Bogotá by its architects, President of Colombia Carlos Lleras Restrepo, President of Chile Eduardo Frei Montalva, the former president of the Bolivarian Republic of Venezuela Raúl Leoni and the representatives of Ecuador and Peru. The Government of Bolivia would join later, in 1967.	Promote sustainable development and regional integration through efficient resource mobilization for the timely delivery of multiple, high added value financial services to public and private clients in its shareholder countries.	**18 member States:** Argentina, Bolivia (Plurinational State of), Brazil, Chile, Colombia, Costa Rica, the Dominican Republic, Ecuador, Jamaica, Mexico, Panama, Paraguay, Portugal, Peru, Spain,[1] Trinidad and Tobago, Uruguay, Venezuela (Bolivarian Republic of). [1] Spain has been a CAF shareholders since 2002. In 2009, CAF expanded the agenda of its European activities. These actions have spread to other European Union countries of special interest because of their relationship with Latin America.	-Infrastructure -Social development -Environment -Public policies and research -Productive and financial sector	-Cooperation Framework Agreement (MoU) -Regional cooperation in energy, infrastructure, trade development, social cohesion, innovation and ICT (MoU) -Biotechnology and biodiversity (MoU) -Corporate governance and capital market (MoU) -Economic relations observatory – Latin America and the Caribbean/Asia-Pacific (draft MoU)

Organization	Date of establishment and headquarters	Function	Member States	Main areas of activity	Areas of cooperation with ECLAC
	Headquarters: Caracas				
CAN (Andean Community)	In **1969**, five South American countries (Bolivia, Chili, Colombia, Ecuador and Peru) signed the Andean Subregional Integration Agreement ("Cartagena Agreement"). **Headquarters:** Lima	The four member States voluntarily decided to join together for the purpose of achieving more rapid, better balanced and more autonomous development through Andean, South American and Latin American integration. The Andean Community has four main objectives: 1. Seek the continuing improvement of the living standards of the subregion's inhabitants. 2. Reinforce subregional solidarity and reduce differences in development among the member countries. 3. Reduce the member countries' external vulnerability and improve their position in the international economy.	The original Andean Pact was founded in 1969 by Bolivia, Colombia, Chile, Ecuador and Peru. In 1973, Venezuela joined the group. In 1976, Chile withdrew. The Bolivarian Republic of Venezuela announced its withdrawal in 2006, reducing the Andean Community to four member States. **Four current members:** Bolivia (Plurinational State of), Colombia, Ecuador, Peru. **Five associate members:** Argentina, Brazil, Chile, Paraguay, Uruguay. **Four observer countries/territories:** Mexico, Panama, Spain, Western Sahara (non-self-governing territory).	-Environment, -Border development -Common foreign policy -Cities/region -Civil society -Culture -Democracy and human rights -Development of production and trade -Disaster prevention and relief -Drug control effort -Energy -Financial integration -Food security -Infrastructure -Intellectual property -Investments -Macroeconomic policies -Migrations -Rural development -Sanitary and phytosanitary standards -Security and peace -Socio-labour matters -Telecommunication -Tourism	-Cooperation Framework Agreement (MoU) -Food security and nutrition (MoU)

Organization	Date of establishment and headquarters	Function	Member States	Main areas of activity	Areas of cooperation with ECLAC
		4. Facilitate their participation in the regional integration process, with a view to the gradual formation of a Latin American common market.		-Transportation -UNASUR	
CARICOM (Caribbean Community)	Established on **1 August 1973** by the Treaty of Chaguaramas. A revised Treaty was signed by the CARICOM Heads of State on 5 July, 2001 at the twenty-second meeting of the Conference in Nassau. **Headquarters:** Greater Georgetown, Guyana.	The mission of the Secretariat is to provide dynamic leadership and service in partnership with Community institutions and groups, toward the attainment of a viable, internationally competitive and sustainable Community, with improved quality of life for all.	**15 countries/territories:** Antigua and Barbuda, the Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat (non-self-governing territory), Saint Lucia, Saint Kitts and Nevis, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago. **Five associate members** (all British overseas territories): Anguilla, Bermuda, British Virgin Islands, Cayman Islands, Turks and Caicos Islands. **Seven observers:** Aruba, Colombia, Curaçao, the Dominican Republic, Mexico, Puerto Rico, Saint Martin, Venezuela (the Bolivarian Republic of).	-Renewable energy development -Agribusiness -Climate change -Caribbean partnership against HIV/AIDS -Information and communication technology for development -Promoting CARICOM/ CARIFORUM food security.	- Cooperation Framework Agreement (MOU): Education, human resources development, tourism, science and technology, environment, disaster prevention and relief
OLADE (Latin American Energy Organization)	OLADE was created within the context of the international energy crisis of the early 1970s, whose scope and impact was analysed by the Latin America and the Caribbean countries,	OLADE is the political and technical support organization to promote agreements between its member countries and carry out actions to satisfy their energy needs by means of the sustainable development obtained from the different sources of energy.	**27 countries:** Argentina, Barbados, Belize, Bolivia (Plurinational State of), Brazil, Chile, Colombia, Costa Rica, Cuba, the Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Suriname, Trinidad and Tobago, Uruguay, Venezuela (Bolivarian Republic of).	-Electricity and hydrocarbons coordination -Energy efficiency -Renewable resources and environment coordination	- ECLAC and OLADE have been coordinating their activities in order to seek synergies and avoid duplication. Regular coordination meetings are held (the last was in Quito in May 2011). At the subregional level, both institutions are part of

Organization	Date of establishment and headquarters	Function	Member States	Main areas of activity	Areas of cooperation with ECLAC
	which lacked energy policies and, facing the need to adequately address this crisis, began an intense political mobilization process that came to an end on **2 November 1973** with the signing of the Agreement Establishing the Latin American Energy Organization ("Agreement of Lima"), the constituent instrument of OLADE, ratified by 27 countries in Latin America and the Caribbean. **Headquarters:** Quito		**One participating country** (by means in the signature of the Participating Country Agreement dated 9 July 2001)**:** Algeria.		interagency groups that support energy integration. - In 1993, ECLAC and OLADE agreed to jointly execute the project, with the financial support from the German Government, "OLADE-ECLAC – Energy and Economic development in Latin America" with the objective to contribute to creating conditions so that sustainable development could be incorporated as a priority into the formulation and implementation of energy policies in the region's countries.
SELA (Latin American and Caribbean Economic System)	**17 October 1975** by the Panama Convention establishing the Latina American Economic System (SELA) **Headquarters:**	SELA seeks to provide the Latin American and Caribbean region with a system of consultation and coordination for the adoption of common positions and strategies on economic issues in international bodies and forums and before third countries and groups of	**28 countries:** Argentina, the Bahamas, Barbados, Belize, Bolivia (Plurinational State of), Brazil, Colombia, Costa Rica, Cuba, Chile, the Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Suriname, Trinidad and Tobago, Uruguay, Venezuela (Bolivarian Republic of).	**Extraregional relations:** Economic cooperation among Latin American and Caribbean countries; implication of international processes for Latin America integration and development. **Intraregional relations:** Assure the	-United Nations General Assembly Resolution on Cooperation between the United Nations and SELA - ELCAC attends the annual Directors' meeting for International Cooperation in Latin America and the Caribbean to discuss South-

Organization	Date of establishment and headquarters	Function	Member States	Main areas of activity	Areas of cooperation with ECLAC
	Caracas	countries, and foster cooperation and integration among the countries of Latin America and the Caribbean.		harmonious development of integration in the region; create an institutional framework of integration that will encourage coordination in subregional processes. **Economic and technical cooperation:** Promote the exchange of experiences and information of national policies and serve as a regional focal point for economic and technical cooperation between the members.	South cooperation on emerging issues such as food security, health reform, financing for SMEs, - ELCAC invites SELA to attend the ECLAC's biennial Commission Sessions, especially its South-South Cooperation Committee every two years
ALADI (Latin American Integration Association - **LAIA**)	**1980** by the Treaty of Montevideo **Headquarters:** Montevideo, Uruguay	Its main objective is the establishment of a common market, in pursuit of the economic and social development of the region. ALADI is an international legal framework that establishes and governs the Latin American Integration Association. It sets the following general guidelines regarding trade relations between signatory countries: pluralism, convergence, flexibility, differential treatment and multiplicity.	**12 countries:** Argentina, Bolivia (Plurinational State of), Brazil, Chile, Colombia, Cuba, Ecuador, Mexico, Paraguay, Peru, Uruguay, Venezuela (Bolivarian Republic of).	-Promotion of trade and investments -Regulation on foreign trade-PYMES Latinas -Financial and monetary cooperation -Tariff benefits	- Cooperation Framework Agreement (MOU) - Energy (MOU) - Economic relation observatory – Latin America and the Caribbean – Asia Pacific (draft MOU)

Organization	Date of establishment and headquarters	Function	Member States	Main areas of activity	Areas of cooperation with ECLAC
MERCOSUR (Southern Common Market)	**1991** by the Treaty of Asunción, which was later edited and updated by the 1994 Ouro Preto Protocol. **Headquarters:** Montevideo	As an economic and political agreement, its purpose is to promote free trade and the fluid movement of goods, people and currency. MERCOSUR is also in charge of fixing a common external tariff and adopting a common trade policy with regard to non-member States or groups of States, and the coordination of positions in regional and international commercial and economic meetings.	**Four countries:** Argentina, Brazil, Paraguay, Uruguay. **Six associate members:** Bolivia (Plurinational State of), Chile, Colombia, Ecuador, Peru, Venezuela (Bolivarian Republic of).	MERCOSUR assures the coordination of macroeconomic and sectorial policies of member states relating to: -foreign trade -agriculture -industry -taxes -the monetary system -exchange and capital, services, customs -transport and communications	-There in no cooperation with MERCOSUR, except the participation of the ECLAC representative in the summit of MERCOSUR.
SICA (Central American Integration System)	**13 December 1991,** at the Eleventh Meeting of Central American Presidents, held in Tegucigalpa, was signed the Tegucigalpa Protocol, which gave rise to SICA. However was on 1 February 1993 that this organization started in a formal way. **Headquarters:** El Salvador	The Tegucigalpa Protocol created the SICA as a new juridical-political framework for all levels and areas of Central American integration, such as -economic, -social, -cultural, -political and -ecological allowing for a comprehensive development approach for the region.	**Seven countries:** Belize, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama. **One associated State:** The Dominican Republic **Five regional observers:** Argentina, Brazil, Chile, Mexico, Peru. **Six extra-regional observers:** Australia, China, Germany, Italy, Japan, Spain.	-Economic -Political -Cultural -Social	- Cooperation Framework Agreement (MoU) - Technical Cooperation Agreement: Regional integration in Central America; governance and civil society (MoU)

Organization	Date of establishment and headquarters	Function	Member States	Main areas of activity	Areas of cooperation with ECLAC
Summit of the Americas	**In 1994**, the 34 democratically elected American Heads of State met for the first time to set in motion an initiative oriented towards shaping a new era in hemispheric relations, based on shared principles and values. **Headquarters:** **First Summit:** Miami, United States, 1994 **Summit on sustainable development:** Bolivia, 1996 **Second Summit:** Santiago, 1998 **Third Summit:** Quebec City, Canada, 2001 **Special Summit:** Monterrey, Mexico, 2004 **Fourth Summit:** Mar del Plata, Argentina, 2005 **Fifth Summit:** Port of Spain, 2009	Common effort towards growth and prosperity; democratic consolidation and greater integration to improve the quality of life of their peoples.	Is a series of international summit meetings bringing together the leaders of countries in **North America, Central America, South America** and the **Caribbean.** Nevertheless, no representative from Cuba has participated.	The Summits of the Americas are institutionalized gatherings of the Heads of State and Government of the Western Hemisphere where leaders discuss common policy issues, affirm shared values and commit to concerted actions at the national and regional levels to address continuing and new challenges faced in the Americas. The **Sixth Summit of the Americas** was held in Cartagena, Colombia on 14–15 April 2012.	- ECLAC contributes to the deliberations of the Summit as member of the Summit Joint Working Group (note on the joint working group) - During the Third Summit of the Americas, held in Quebec City, Canada, in 2001, the partner institutions of the Summit Process such ECLAC and the IDB presented their first joint hemispheric report, outlining the activities carried out in fulfillment of the mandates of the Second Summit of the Americas, held in the ECLAC Headquarters, Santiago in 1998. As a result of the Third Summit of the Americas, the role of these institutions became more prominent: the Quebec City Plan of Action underscored the need for permanent coordination in the inter-American system and welcomed the involvement of international organizations in all stages of the Summit Process in the areas of: -agriculture -education

Organization	Date of establishment and headquarters	Function	Member States	Main areas of activity	Areas of cooperation with ECLAC
	Sixth Summit: Cartagena, Colombia, April 2012				-elderly persons -energy -environment -health -science and technology -security -social development -sustainable economic growth -youth and childhood
FTAA (Free Trade Area of the Americas)	**December 1994** in Miami, United States. **Headquarters:** Has been established on a rotating basis. Three countries have been designated as hosts of the negotiations, namely: from May 1998 to February 2001: the United States (Miami); Panama (Panama City) from March 2001 to February 2003; and from March 2003 to the conclusion of the negotiations: Mexico (Puebla).	The FTAA was an agreement proposed to eliminate or reduce the trade barriers among all countries in the Americas but Cuba. The proposed agreement was an extension of the North American Free Trade Agreement (NAFTA) between Canada, Mexico and the United States.	**34 countries:** Antigua and Barbuda, Argentina, the Bahamas, Barbados, Belize, Bolivia (Plurinational State of), Brazil, Canada, Chile, Colombia, Costa Rica, Dominica, the Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago, the United States of America, Uruguay, Venezuela (Bolivarian Republic of).	-Market access -agriculture -government procurement -investment -competition policy -intellectual property rights -services -dispute settlement -Subsidies, antidumping and countervailing duties -smaller economies -civil society -institutional issues -electronic commerce	- ECLAC contributes to FTAA negotiations as member of the FTAA Tripartite Committee, together with OAS and IDB. The Tripartite Committee provides analytical, technical and financial support to the process and maintains the official FTAA website. The individual tripartite institutions also provide technical assistance related to FTAA issues, particularly for the smaller economies of the hemisphere (note on the FTAA Tripartite Committee).

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ALBA (Bolivarian Alternative for the Peoples of Our America)	**December 14 2004**	Is an international cooperation organization based on the idea of social, political, and economic integration between the countries of Latin America and the Caribbean. ALBA is an attempt at regional economic integration based on a vision of social welfare, rather than trade liberalization.	**Eight countries:** Antigua and Barbuda, Bolivia (Plurinational State of), Cuba, Dominica, Ecuador, Nicaragua, Saint Vincent and the Grenadines. Venezuela (Bolivarian Republic of).	-Agriculture -Climate change -bicentenary -science and technology -culture -democracy -human rights -education -finances -energy -security -geopolitics -imperialism -regional integration -*Petrocaribe* -South–South cooperation -social movements -women -transport -tourism	-There is no cooperation with ALBA, except the participation of the ECLAC representative in the summit of ALBA.
UNASUR (Union of South American Nations)	**23 May 2008** at the third Summit of Heads of State, held in Brasilia, Brazil.	One of the initiatives of UNASUR is the creation of a single market, beginning with the elimination of tariffs for non-sensitive products by 2014, and for sensitive products by 2019. The process is to be developed upon the progressive convergence of the procedures of pre-existing Mercosur and CAN subregional economic blocks. Presidents of the seven	**Participating nation States:** UNASUR member States includes countries of CAN, MERCOSUR and others (members of neither CAN nor Mercosur): Argentina, Bolivia (Plurinational State of), Brazil, Chile, Colombia, Ecuador, Guyana, Paraguay, Peru, Suriname.Uruguay, Venezuela (Bolivarian Republic of). **Participating non-South American territories:** Easter Island (Rapa Nui), a Chilean territory situated in Oceania.	-Single market -economic development -defense policy -infrastructure cooperation -free movement of peoples and Immigration	-Cooperation Framework Agreement (MoU) -Action plan 2012–2013 (MoU) in the areas of: the information society; social issues; energy; infrastructure; natural resources; and the economy and finance.

Organization	Date of establishment and headquarters	Function	Member States	Main areas of activity	Areas of cooperation with ECLAC
		founding countries (Argentina, the Plurinational State of Bolivia, Brazil, Ecuador, Paraguay, Uruguay and the Bolivarian Republic of Venezuela) officially launched the South American Bank in Buenos Aires in December 2007.	San Andrés y Providencia, a Colombian territory situated in Central America. Isla Aves, a Venezuelan territory situated in the Antilles. Argentine and Chilean Antarctic bases in their Antarctic territorial claims. **Non-participating South American states and territories:** Trinidad and Tobago		
Bank of the South	Seven South American nations met in Rio de Janeiro on 8 October 2007, to plan the beginning of the Bank. It was finally established on **26 September 2009** by Argentina, Bolivia (Plurinational State of), Brazil, Ecuador,Paraguay, Uruguay, and Venezuela (Bolivarian Republic of) **Headquarters:** Caracas	The ultimate goal of the Bank of the South is to include every state within the region of South America. The intention of the bank is to lend money to nations in the Americas for the construction of social programmes and infrastructure. The Bank is intended as an alternative to borrowing from the IMF and the World Bank.	**Seven member States:** Argentina, Bolivia (Plurinational State of), Brazil, Ecuador, Paraguay, Uruguay, and Venezuela (Bolivarian Republic of). **Two observers:** Chile and Peru.	-Regional independence -endogenous development	-Participation in seminars and meetings on issues related to development banks and the Bank of the South -One of the objectives of the Financing for Development Division is to strengthen capacity of Latin American and Caribbean policymakers and others stakeholders to contribute to the debate to reshaping the global and regional financial architecture. which includes regional and subregional development banks. Hence the Financing for Development Division will probably participate in different activities related to the Bank of

Organization	Date of establishment and headquarters	Function	Member States	Main areas of activity	Areas of cooperation with ECLAC
					the South.
CELAC (Community of Latin America and Caribbean States)	**23 February 2010** at the Rio Group-Caribbean Community. CELAC will be the successor of the Rio Group and the Community of Latin American and Caribbean States. The inaugural summit was supposed to be held in mid-2011 in Caracas, but due to the ill health of President Hugo Chavez, it was postponed. The summit was held on 2–3 December 2011. This summit primarily focused on the world economic crises and their repercussion on the Latin American region. The next two summits	The CELAC also provides **indicators** about the country's global position in many subjects. The CELAC is a regional space consisting of all States of the Latin America and the Caribbean. Is the first time than this region consolidates as an entire bloc.	**33 countries:** Antigua and Bermuda, Argentina, the Bahamas, Barbados, Belize, Bolivia (Plurinational State of), Brazil, Chile, Colombia, Costa Rica, Cuba, Dominica, the Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago, Uruguay, Venezuela (Bolivarian Republic of)	-**Political** dialogue: this community will be the main forum for political debate in the area. - CEPAL is most of all a regional space to **discuss of the improvement of economic cooperation** among the members, and the **increase in regional trades** in order to protect their growing economies.	- CELAC requested the assistance of ECLAC in the CELAC Action Plan 2012, especially in the area of international financial crisis and the new financial architecture (2012 Caracas Action Plan) - ECLAC representatives participated in the CELAC ministerial meeting held in Chile in March 2012.

Organization	Date of establishment and headquarters	Function	Member States	Main areas of activity	Areas of cooperation with ECLAC
	are planned to be held in Chile in 2012 and Cuba in 2013.				

Annex II

UNDG and RCM membership

UNDG LAC (Regional Directors Team)[56]	Latin American and Caribbean Regional Coordination Mechanism (RCM)
• **UNDP:** Regional Director; Regional Centre Director and Deputy Regional Director	• United Nations entities active in the LAC region (ECLAC, funds, programmes and specialized agencies) -Regional Directors.
• **ECLAC:** Executive Secretary	
• **FAO:** Deputy Regional Representative and Regional Representative	
• **ILO:** Regional Director	**Meeting at the ECLAC headquarters in Santiago, February 2011, attended by representatives of[57]:**
• **OCHA:** Head of Regional Office	• **ECLAC**
• **OHCHR:** Regional Representative for Central America and the Regional Representative for South America	• **ILO** • **PAHO**
• **PAHO**: Regional Director	• **FAO**
• **UNAIDS:** Regional Director for Latin America and the Regional Director for the Caribbean	• **UNESCO**
• **UNEP:** Director and Regional Representative	• **UNFPA** • **WFP**
• **UNFPA:** Regional Director	
• **UN-Habitat:** Officer in Charge	• **UNOPS**
• **UNHCR:** Director, Bureau for the Americas and Director Interim	• **UNAIDS**
• **UNICEF:** Regional Director	• **UNEP** • **UN-Women**
• **UNIDO:** National Representative (Mexico)	

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[56] United Nations Development Group. The Regional UNDG Team for Latin America and the Caribbean (UNDG LAC). Contact us-Latin America and the Caribbean-Membership Contact Information. http://www.undg.org/index.cfm?P=685.

[57] Meeting at ECLAC headquarters in Santiago: UN Agencies Agree on Joint Work for the Rio+20 Conference. http://www.cepal.org/cgi-bin/getProd.asp?xml=/prensa/noticias/comunicados/2/42522/P42522.xml&xsl=/prensa/tpl-i/p6f.xsl&base=/prensa/tpl-i/top-bottom.xsl. 9 February 2011.

• **UNISDR:** Head of the Regional Office of the Americas • **UNESCO:** Director, UNESCO Santiago–Regional Office for Education and the Director, UNESCO Montevideo Regional Office for Science • **UN-Women**: Chief, Latin America and the Caribbean, Regional Director and the Senior Manager • **UNODC:** Regional Representative, Mexico, Central America and the Caribbean • **UNOPS**: Regional Director • **WFP:** Regional Director and Deputy Regional Director	• **UNDP** • **UNWTO** • **UNICEF** • **OHCHR**

Annex III

Participation of ECLAC in the different UNDAF processes of the region (Source: UNDG LAC)

Country	ECLAC participation UNCT	UNDAF cycle	ECLAC participation UNDAF
Argentina	Part of the UNCT	2010-2014	signatory
Barbados and OECS	Part of the UNCT as NRA	2002-2004	
		2008-2011	
		2012-2016	signed as NRA
Belize	N/A	2007-2011	
		2013-2017	
Bolivia (Plurinational State of)	N/A	2002-2007	
		2008-2012	
		2013-2017	
Brazil	Part of the UNCT	2002-2006	
		2007-2011	
		2012-2015	not signed yet; ECLAC contributed to UNDAF preparation
Chile	Part of the UNCT. Regional office	2007-2010	
		2011-2014	Participated, was invited to sign, the UNDAF but declined
Colombia	Part of the UNCT	2000-2004	
		2005-2007	
		2008-2014	signatory
Costa Rica	N/A	2003-2007??	
		2008-2012	
		2013-2017	
Cuba	Part of the UNCT as NRA	2008-2012	NRA, but was not part of the working groups and did not sign the UNDAF
Dominican Republic	N/A	2007-2011	
		2012-2016	
Ecuador	N/A	2004-2008	
		2010-2014	
El Salvador	N/A	2007-2011	
		2012-2015	
Guatemala	N/A	2001-2004	
		2005-2009	
		2010-2014	
Guyana	Part of the UNCT as NRA	2001-2003	
		2006-2011	

		2012-2016	Part of the UNDAF management structure. NRA. Non-signatory.
Haiti	N/A	2002-2006	
		2009-2011	
		ISF 2010-2011	
		ISF 2013-2016	
Honduras	N/A	2002-2006	
		2007-2011	
		2012-2016	
Jamaica	Part of the UNCT as NRA (regional and subregional office)	2007-2011	
		2012-2016	No mention of ECLAC in the UNDAF document
Mexico	Part of the UNCT as NRA (subregional office)	2008-2012	signatory
Nicaragua	N/A	2002-2006	
		2008-2012	
Panama	N/A	2002-2006	
		2007-2011	
		2012-2015	
Paraguay	N/A	2002-2006	
		2007-2013	
Peru	N/A	2006-2011	
		2012-2016	
Suriname	N/A	2002-2006	
		2008-2011	
		2012-2016	
Trinidad and Tobago	Part of the UNCT (regional and subregional)	2008-2011	signatory
Uruguay	Part of the UNCT	2007-2010	
		2011-2015	signatory
Venezuela (Bolivarian Republic of)	N/A	2009-2013	

Annex IV. ECLAC organizational chart
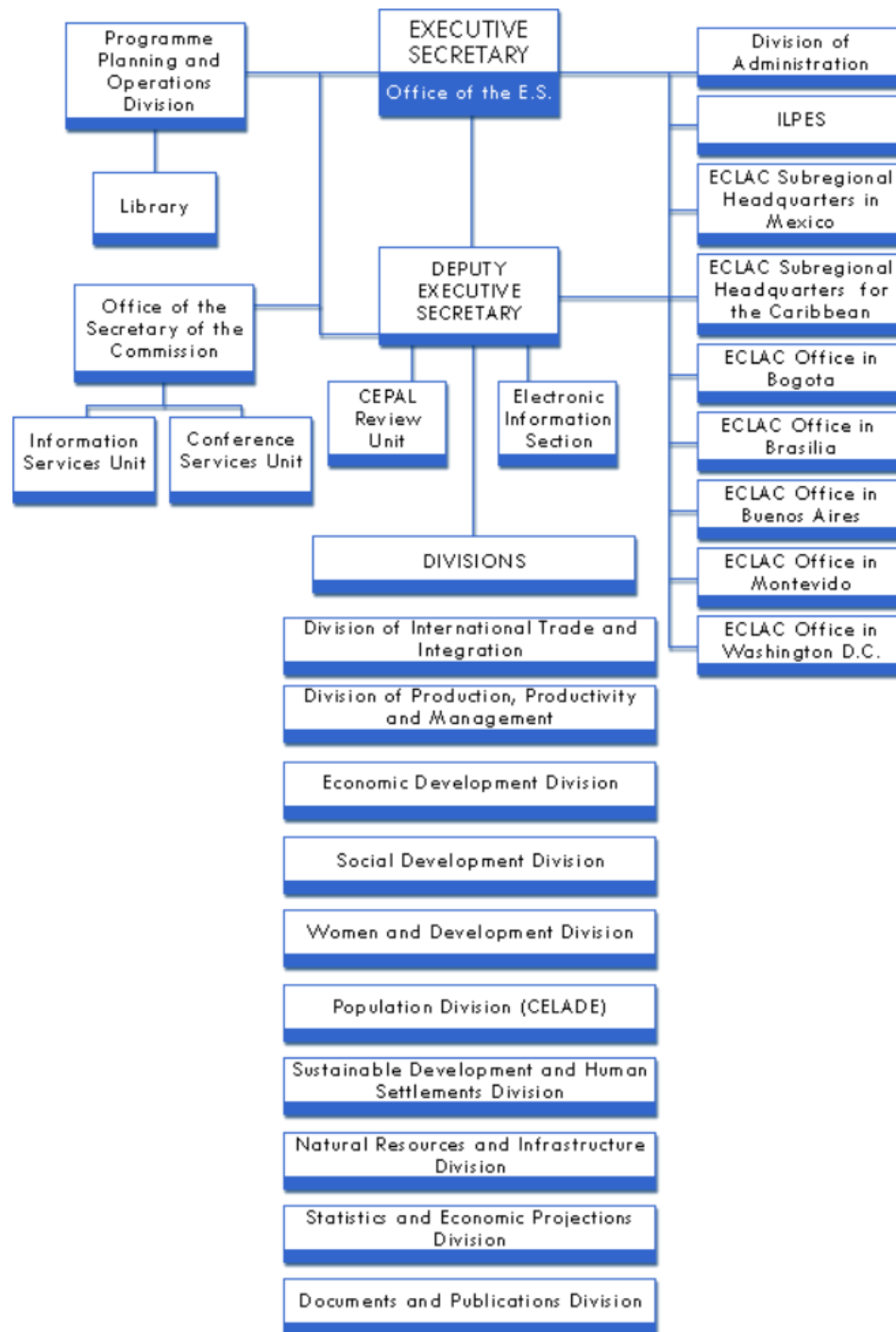
Annex V
ECLAC mandate

According to Secretary-General's bulletin: Organization of the secretariat of the Economic Commission for Latin America and the Caribbean (ST/SGB/2000/5), ECLAC:

(a) Provides substantive secretariat services and documentation for the Commission and its subsidiary bodies;

(b) Undertakes studies, research and other support activities within the terms of reference of the Commission;

(c) Promotes economic and social development through regional and subregional cooperation and integration;

(d) Gathers, organizes, interprets and disseminates information and data relating to the economic and social development of the region;

(e) Provides advisory services to Governments at their request and plans, organizes and executes programmes of technical cooperation;

(f) Formulates and promotes development cooperation activities and projects of regional and subregional scope commensurate with the needs and priorities of the region and acts as an executing agency for such projects;

(g) Organizes conferences and intergovernmental and expert group meetings and sponsors training workshops, symposia and seminars;

(h) Assists in bringing a regional perspective to global problems and forums and introduces global concerns at the regional and subregional levels;

(i) Coordinates activities with those of the major departments and offices at United Nations Headquarters, specialized agencies and intergovernmental organizations with a view to avoiding duplication and ensuring complementarity in the exchange of information.

ANNEX VI

Overview of actions to be taken by participating organizations on the recommendations of the Joint Inspection Unit
JIU/NOTE/2013/2

		Intended Impact	United Nations, its funds and programmes															Specialized agencies and IAEA													
			CEB	United Nations*	UNCTAD	UNDP	UNEP	UNFPA	UN-Habitat	UNHCR	UNICEF	UNODC	UNOPS	UNRWA	UN-Women	WFP	ECLAC	FAO	IAEA	ICAO	ILO	IMO	ITU	UNAIDS	UNESCO	UNIDO	WMO	UPU	UNWTO	WHO	WIPO
Report	For action		☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	⊠	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
	For information		⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	☐	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠
Recommendation 1		c															E														
Recommendation 2		c															E														
Recommendation 3		g															E														
Recommendation 4		e															E														
Recommendation 5		d															E														
Recommendation 6		o															E														

Legend: L: Recommendation for decision by legislative organ   **E:** Recommendation for action by executive head
▨ **:** Recommendation does not require action by this organization **Intended impact: a:** enhanced accountability **b:** dissemination of best practices
c: enhanced coordination and cooperation **d:** enhanced controls and compliance **e:** enhanced effectiveness **f:** significant financial savings **g:** enhanced efficiency
o: other.

* Covers all entities listed in ST/SGB/2002/11 other than UNCTAD, UNODC, UNEP, UN-Habitat, UNHCR, UNRWA.