Joint Inspection Unit of the United Nations System

Independent system-wide evaluation, inspection, investigation

JIU/REP/2015/3_Supplementary Paper

This paper contains background research findings and documentation based on information collected during the JIU review of "Cooperation among the United Nations Regional Commissions" (JIU/REP/2015/3).

The Supplementary Paper was subject to factual comments by United Nations-system entities concerned prior to finalization. Thus, the data and information therein were verified or amended according to the comments received.

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A. Evolution of the mandates and objectives of the regional commissions since establishment[1]

1.   The regional commissions were established over a period of 26 years following political and institutional debates for each region that resulted in delays in the creation of some of them. Nonetheless, they have served from the outset as the regional arms of the United Nations. While there were some variations in wording, common elements to the mandates of the commissions are as follows:

> (i)   Initiate and participate in measures for facilitating concerned action for the economic reconstruction (and development) of (the region), for raising the level of economic activity, and for maintaining and strengthening the economic relations of the countries (of the region) both among themselves and with other countries of the world;
> (ii)   Make and sponsor… investigations and studies of economic and technological problems and developments (within the region)…;
> (iii)   Undertake or sponsor the collection, evaluation and dissemination of such economic, technological and statistical information as the commission deems appropriate.[2]

2.   For the first three regional commissions to be established in 1947-48 (ECAFE, ECE, ECLA), their respective status as a permanent body of the United Nations was only confirmed in 1950 through the adoption of ECOSOC resolution 414C(XIII) in September 1951 which decided to continue the regional commissions indefinitely.

Inclusion of the social dimension of development

3.   The timing of the establishment of the commissions also impacted on the inclusion of the social dimension of development and technical assistance in their mandates.

4.   Since social development was not a priority in the aftermath of WWII, only the two regional commissions to be established last, namely ECA and ECWA, were initially mandated "to deal as appropriate with the social aspects of economic development and the inter-relationship of economic and social factors." ECWA subsequently became ESCWA and ECAFE became ESCAP to emphasize the new prioritization on the social dimension of development. While ECLAC and ECA did not explicitly add the reference to the social dimension in their title, their mandates were amended to include the abovementioned wording on reviewing the social aspects of economic development.

5.   However, in ECE, where there were two blocs with divergent economic and social systems until 1989, social issues were perceived as controversial and member governments resisted explicit linkages between social and economic matters. Post 1989, while some social research was undertaken by the ECE Secretariat, research on the social dimensions of transition was primarily undertaken by UNICEF. Among the regional commissions, ECLAC's work on the interactions between the social and economic dimensions of development has been considered the most comprehensive and innovative in recent decades.[3]

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[1] This background section is derived mainly from the book, "Unity and Diversity in Development Ideas". Perspectives from the UN Regional Commissions, Yves Berthelot (Editor), United Nations Intellectual History Project Series, 2004.
[2] Unity and Diversity in Development Ideas. Perspectives from the UN Regional Commissions, Yves Berthelot (Editor), United Nations Intellectual History Project Series, 2004.
[3] Ibid.

The mandate for operational activities

6.   In establishing the first regional commissions, an operational role for them was not initially envisaged. However, in later years, ECA and ECWA received a modest mandate to provide technical assistance to member countries by being invited to provide, within existing resources, advisory services as requested by countries, while avoiding overlap with services rendered by the Specialized Agencies. This was interpreted as finding a niche for their technical advisory services, rather than taking the lead in regional assistance.[4]

7.   During the 1970s, a stronger mandate and role in regional assistance took shape, with the General Assembly adopting resolution 32/197 in 1977 which designated the regional commissions as the "main centres of general economic and social development for their respective regions" and required them to "exercise team leadership and responsibility for coordination and cooperation at the regional level", taking into account the special needs and conditions of their respective regions. The resolution also called for appropriate arrangements to be made "to enable the regional commissions to participate actively in operational activities carried out through the United Nations system, including the preparation of inter-country programmes, as may be required, in their respective regions."[5]

8.   Despite the stronger mandate to exercise team leadership and responsibility for regional coordination and cooperation, there were no significant changes until the 1990s when the Executive Secretaries of the regional commissions convened coordination meetings to discuss the regional situation with the intent to harmonize the views of agencies and the inter-agency technical assistance programs. However, the role of the regional commissions was more of a facilitator for regional cooperation rather than a team leader.[6]

9.   The following paragraphs detail how the role and activities of each commission have evolved from its inception to present date. The section concludes with additional historical factors that have led to convergences and divergences in the work of the regional commissions.

Evolution of ECA

10.   ECA was established in 1958 by ECOSOC resolution 671A (xxv) as the first-ever pan-African institution (and the lone one until the Organization of African Unity – OAU - was established in 1963) at a time when there were only ten independent countries in Africa. Its initial mandate was to consider the social aspects of economic development, undertake and publish statistical and economic studies, provide advisory services and help Member States develop policies, and facilitate economic and social development. The social dimension was further institutionalized through the adoption of Resolution 109(VI) in 1964. This enabled the commission to work on methods and techniques for social development planning, the integration of social programs with economic ones, criteria for allocating resources for social development and defining social development policies and objectives in relation to accelerated economic development.[7]

11.   From its very first session, ECA's members prioritized the utilization of the commission as a platform for pan-African socio-economic transformation through concerted action. Additionally, while decolonization never explicitly featured in its work program, it remained a recurrent theme in all ECA discussions and activities from 1958 until 1991, given that 80 per cent of ECA's present membership (54 countries) remained colonized at the time of its inception.

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[4] Ibid.

[5] Restructuring of the economic and social sectors of the United Nations System, A/RES/32/197.

[6] Unity and Diversity in Development Ideas. Perspectives from the UN Regional Commissions, Yves Berthelot (Editor), United Nations Intellectual History Project Series, 2004.

[7] Adebayo Adedeji, "The ECA: Forging a Future for Africa," in Unity and Diversity in Development Ideas: Perspectives from the UN Regional Commissions, ed. Yves Berthelot (Bloomington: Indiana University Press, 2004).

12.   The commission promoted the concept of collective self-reliance, incorporating endogenous development, regional economic integration and South-South Cooperation.[8] It furthered this concept through shepherding the establishment of nearly forty institutions between 1958 to1983 in the areas of: financial and banking services (five); earth resources (seven); industrial development and services (seven); socio-economic development planning and management (seven); transport and trade (seven); and Sub-regional Development Centres (five). Each entity was sponsored by the Commission but owned and managed by its member states under ECA's leadership, the most significant of these being the African Development Bank.[9]

13. The commission's collective self-reliance objective was also furthered through its framework principles for implementing the New International Economic Order (NIEO) in Africa, an inward-looking home-grown development strategy that deemphasized the importance of trade in primary commodities and placed domestic, sub-regional and regional markets at the heart of development efforts. It was adopted at the highest level by African Heads through the Monrovia Strategy (1979) and Lagos Plan of Action for African Economic Development 1980-2000 (1980), and widely recognized as the first continent wide effort towards a comprehensive unified approach to African development.[10]

14. In the late 1980s, ECA played a key in developing a response to the IMF and World Bank supported stabilization and Structural Adjustment Programmes (SAPs) adopted by 35 Sub-Saharan African countries – programmes that were largely unsuccessful in meeting their specific targets. The African Alternative Framework to SAPs was adopted by ECA and OAU in 1989. It targeted the structural transformation of the African economies to achieve sustainable growth and development through strengthened and diversified productive capacity, improved distribution patterns and radical changes in expenditure patters to meet required needs and the establishment of institutional frameworks to support adjustment with transformation.[11]

15. New initiatives for African development followed in the 1990s including the United Nations New Agenda for the Development of Africa (UN-NADAF) and the UN System Special Initiative on Africa (UNSIA). While the ECA was involved in the articulation of these initiatives, leadership for them passed to two newly established offices[12] within the UN Secretariat in New York, effectively shifting the leadership on regional African matters from ECA to the UN headquarters. The ECA adapted accordingly, changing its focus to establishing mechanisms for dialogue and consultation on select development and public policy issues. It established three major forums during the latter half of the 1990s, most notably the African Development Forum which has come to be seen as the flagship of ECA.[13]

16. In line with its original objective to further regional self-reliance, from the 1970s-1990s, ECA also provided key inputs to the establishment of sub-regional economic communities and preferential trade areas (including the Economic Community Of West African States in 1975, Economic Community of Central African States in 1983, and African Economic Community in 1991). These ECA initiatives to foster regional integration and pan-Africanism reached a new high when the Heads of State and Government of the Organization of African Unity and the African Economic Community established the African Union (AU) in 2000.

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[8] Ibid.
[9] Ibid.
[10] Ibid.
[11] Ibid.
[12] Office of the Special Coordinator for Africa and the Least Developed Countries (OSCAL) and the Office of the Coordinator of the UNSIA.
[13] Adebayo Adedeji, "The ECA: Forging a Future for Africa," in Unity and Diversity in Development Ideas: Perspectives from the UN Regional Commissions, ed. Yves Berthelot (Bloomington: Indiana University Press, 2004).

17. The AU, which has since rapidly established itself as the preeminent inter-governmental organisation in Africa, was created with the explicit objective to accelerate the political and socioeconomic integration of the continent, harmonize the policies of African regional economic communities, promote sustainable development at the socio-economic-cultural levels, and further cooperation in all fields of human activity to raise living standards.[14]

Evolution of ECE

18. ECE was established by ECOSOC resolution 36 (IV) in 1947. Its primary objective as per article 1(a) of its terms of reference was to facilitate post-war European economic reconstruction measures and raise economic activity levels and strengthen economic relations between European countries and the rest of the world. ECE was also tasked with research on economic and technological development issues and the dissemination of corresponding statistical information (article 1(b) and (c)).[15]

19. However, the reconstruction support objective was quickly superseded by the creation of the Organisation for European Economic Cooperation (OEEC) in April 1948. Along with the Bretton Woods institutions, OEEC was explicitly tasked with the financial and macroeconomic aspects of the European Recovery Program while the ECE was tasked with focusing only on technical aspects. Consequently, ECE was not seriously considered as a platform to address the broader economic problems facing the region.[16] Any role for the ECE in strengthening economic cooperation was further limited by the establishment of the European Economic Community (EEC) in 1957 (and its successor the European Union in 2009) with the aim to bring about economic integration and a common market. Between 1957 and 2007, EU membership expanded from 6 to 28 Member States and it has come to serve as the preeminent political-economic platform for its Member States.

20. ECE's scope for engagement was also constrained by the Cold War dividing Europe into two distinct blocs, each with its own economic system and socio-political ideology. Consequently the Commission could only deal with questions that were of common interest to both sides and for over 40 years, it served as the lone instrument for economic dialogue and cooperation between the two blocs. Following the end of the Cold War in 1989, the ECE was not ascribed a significant role to assist Eastern European countries to transition to market economies.[17]

21. ECE nonetheless adapted to the post-Cold War era, undergoing major reforms in 1997 and 2005 and focusing its analytical capacities on the transition process and using its experience of harmonization to facilitate the integration of Central and Eastern European countries in certain niche areas, particularly the development of norms and standards. With an increased membership from 34 to 55 states within four years (56 presently), it developed new modalities for assistance, including seminars and workshops on various aspects of market economy operations and advisory services by specialists to assist countries in implementing ECE recommendations, standards and conventions.[18]

22. Presently, as per the most recent revisions to its Terms of Reference (2009), its formal mandate is to serve as a multilateral platform for: policy dialogue; negotiation of international legal instruments; development of regulations and norms; exchange and application of best practices as

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[14] Ibid.

[15] Yves Berthelot and Paul Rayment, "The ECE: A Bridge between East and West," in Unity and Diversity in Development Ideas: Perspectives from the UN Regional Commissions, ed. Yves Berthelot (Bloomington: Indiana University Press, 2004).

[16] Ibid.

[17] http://www.unece.org/oes/history/history.html

[18] http://www.unece.org/oes/history/history.html

well as economic and technical expertise; and technical cooperation for countries with economies in transition.[19]

Evolution of ECLAC

23.   The Economic Commission for Latin America (ECLA) was established by ECOSOC resolution 106 (IV) in 1948. Its initial terms of reference outlined the same three objectives ascribed to other regional commissions, except that it was not mandated to support post-war economic reconstruction as was the case with ECAFE and ECE. This made it the first regional commission to be created with the sole purpose of promoting regional development. The facts that it pertained to the United Nations, that it was financed by the United Nations regular budget (rather than by direct government contributions), that its Executive Secretaries were appointed by the Secretary-General (rather than being elected by governments) and that there were periodic (biennial) commission meetings (rather than a permanent intergovernmental body) to determine its work, gave ECLA a greater degree of independence and leeway to conduct its analytical work than any other organization in its region and set the stage for it to arguably become an influential think tank.[20]

24.   The commission succeeded in attracting prominent economists from the region, the most notable being Raul Prebisch, who was Executive Secretary from 1949-1963. This period was considered to be the most influential in ECLA's history in terms of its innovative thinking in development economics and its corresponding impact on the region. ECLA's influence waned somewhat in the late 1960s and 1970s with the growing influence on development thinking of new national, regional and global actors. The rise of military dictatorships in Latin America in the 1970s and the economic depression of the 1980s further impacted on its work and it temporarily shifted from holistic frameworks for development to contributing to timely economic policy-making in the realms on non-recessionary adjustment policies, debt and hyperinflation. In 1984, as the commission's geographic scope was expanded to also include the Caribbean countries, its name was changed to ECLAC.

25.   From the 1990s onwards to present date, as democracy returned to the region and economic growth resumed, ECLAC adapted accordingly by combining a long-term outlook with attention to relevant short-term development issues. It seeks to develop an updated holistic framework for development that is adaptable to the circumstances of each of its member countries. It also has a greater capacity to incorporate emerging issues into its programme of work than at any other time in the past, including timely monitoring of regional economic performance. While recognizing the importance of the market, it has continued to emphasize the equal relevance of public policy and sound institutions and organizations as key to growth with equity.[21]

26.   ECLAC's impact stretches well beyond its region to affect the work of the United Nations system globally. Its work on the asymmetric relationship between the centre and the periphery brought to the fore the differences that exist in the United Nations – between developed and developing countries, North and South, rich and poor. Its holistic, integrated and multidisciplinary approach to development has largely been adopted by the United Nations system as a whole.[22]

27.   ECLAC's present terms of reference have largely preserved its original think-tank oriented mandate while adding an operational element through a role in formulating and promoting

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[19] http://www.unece.org/oes/nutshell/mandate_role.html
[20] Gert Rosenthal, "ECLAC: A Commitment to a Latin American Way toward Development," in Unity and Diversity in Development Ideas: Perspectives from the UN Regional Commissions, ed. Yves Berthelot (Bloomington: Indiana University Press, 2004).
[21] Ibid.
[22] Ibid.

development cooperation activities and projects of regional and sub-regional scope and acting as the executing agency for such projects.[23]

Evolution of ESCAP

28. The Economic Commission for Asia and the Far East (ECAFE) was the first regional Commission to be established along with ECE, via ECOSOC resolution 37 (IV) in 1947. At the time of establishment, regional and sub-regional institutions did not exist and there were only three independent sovereign states in Asia. Subsequently, its first decade was spent in developing its own system and procedures and, until 1960, it served primarily to provide research and analytical advisory services to individual members while taking the first steps towards creating a culture of regional cooperation. The early 1960s until 1974 was characterized by active engagement in the creation of a regional institutional infrastructure, with many ideas generated at the time for practical forms of regional cooperation. As such, in its first 25 years, ECAFE was the main regional organization and played an important role – one that has arguably diminished – in the region's international relations. It provided the sole forum in the region for discussions on a broad range of economic issues.[24]

29. In 1974, following its name change from ECAFE to ESCAP to reflect its new mandates for social development, the commission also expanded its scope from the field of economics to include a strong focus on technical assistance. It also became a branch of the United Nations system and lost some of its character as an indigenously regional body as it worked to implement global decisions taken at the level of the General Assembly and ECOSOC. Its membership expanded to presently include 53 members and associate members covering a vast geographical area. While much of its overall mandate remains the same, the circumstances of the region have changed dramatically. From a region struggling to be born when ECAFE was established, the Asia-Pacific region has become a rapidly emerging global economic powerhouse in its own right, albeit one that also faces the challenges of persistent poverty, environmental degradation, inequality and insecurity.[25]

30. With the growth and importance of the region, the weight and role of ESCAP has met with new challenges, with the Asian Development Bank (ADB) emerging as the main regional entity to address regional economic cooperation and development issues empowered by strong analytical capacities and resources. Regional member countries have also redirected importance to sub-regional organizations like the Association of Southeast Asian Nations (ASEAN) which has become the foremost actor in the South-East Asian region in furthering regional cooperation. Other entities like SAARC and APEC have further served to divert the attention of their member states from ESCAP. While economic growth became the key priority for much of ESCAP's membership, the commission placed increasing attention to social and environmental issues. Following the adoption of General Assembly resolution 32/197 in 1977, ESCAP has evolved to primarily serve as a consensus-building platform and technical assistance agency to build national capacity. Its role as an initiator of concrete ideas for regional cooperation has diminished.[26]

Evolution of ESCWA

31. The Economic Commission for Western Asia (ECWA) was the last regional commission to be established via ECOSOC resolution 1818 (LV) in 1973. The Commission's role has been influenced by three key features distinguishing the region it covers: major political instability and conflict, and wide economic disparities between member states. Political instability, notably the Arab-Israeli conflict, was the main cause of the delay in the establishment of ECWA, particularly in light of the

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[23] ST/SGB/2000/5.
[24] Leelananda de Silva "From ECAFE to ESCAP: Pioneering a Regional Perspective," in Unity and Diversity in Development Ideas: Perspectives from the UN Regional Commissions, ed. Yves Berthelot (Bloomington: Indiana University Press, 2004).
[25] Ibid.
[26] Ibid.

fact that as far back as 1947, the General Assembly via resolution 120(II) invited ECOSOC "to study the factors bearing upon the establishment of an economic commission for the Middle East".[27]

32.   To ensure that Arab countries were not entirely excluded from the United Nation's development efforts, the General Assembly adopted Resolution 1941 ((XVIII) in 1963 establishing the United Nations Economic and Social Office in Beirut (UNESOB) which served as a substitute body undertaking some of the functions of a regional commission. However, in practical terms, UNESOB was not intergovernmental cooperation machinery and it lacked the status, power and resources of a full-fledged regional commission. With a shift in the balance of voting power in the General Assembly and ECOSOC after the 1960s, ECWA was finally established following a vote in 1973. It may be noted that even after its establishment, conflicts in the region resulted in ECWA being the only regional commission whose headquarters had to be evacuated on multiple occasions and relocated to different cities (Beirut, Amman, Baghdad) considerably impacting upon its operational effectiveness. Only 25 years after its establishment was a permanent headquarters inaugurated in Beirut in 1998.[28]

33.   As the regional arm of the United Nations, ECWA was created with the general goal to promote economic reconstruction and development in Western Asia. In its first decade, ECWA worked primarily with its poorer member states and focussed mainly on infrastructure, agriculture and industry with the nation serving as the basic unit of development. Over time, as the economic crisis also affected oil-producing countries, the Gulf Cooperation Council (GCC) countries became more involved in ECWA. In 1985, ECWA changed its name to ESCWA. With greater integration of the global economy and the push to conform to global conventions in the 1990s, ESCWA began to formulate analysis that touched upon sensitive issues such as democracy, civil society, women's empowerment and corruption among others. It also played a key role on the issue of Palestine which is central to the region and drew attention to socioeconomic issues.[29]

34.   Factoring in recurring conflicts in the region and its inevitable impact of socio-economic development throughout much of the four decades of its existence, ESCWA has played a pioneering role among the regional commissions by also having a strong focus on mitigating the impact of conflict and its spill over effects on regional socio-economic development, through strengthening dialogue, peacebuilding, governance and public sector modernisation. This includes identifying and responding to potential conflicts and other vulnerabilities and formulating resilience measures to mitigate their negative impacts; the ramifications of conflict and their spill over effects on human development in the region; and creating an enabling environment for development, and achieving reconciliation and peace through nationally led and owned good governance practices.[30]

35.   Over much of the course of its existence, ESCWA has struggled to elevate socio-economic development to the status of a high priority agenda item. To prevent polarization, ESCWA has tried to reach consensus, resulting in the multiplication of discussions forums (creating committees, discussion groups, expert meetings), which in turn has had the effect of slowing down policy guidance adoption processes and the weakening of original ideas.[31]

36.   When it faced unfavourable political contexts, ESCWA adapted accordingly by shifting the emphasis to more practical activities and bilateral technical assistance. It has brought about a change

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[27] Blandine Destremau "ESCWA: Striving for Regional Integration," in Unity and Diversity in Development Ideas: Perspectives from the UN Regional Commissions, ed. Yves Berthelot (Bloomington: Indiana University Press, 2004).
[28] Ibid.
[29] Ibid.
[30] A/68/6 (Sect. 22).
[31] Blandine Destremau "ESCWA: Striving for Regional Integration," in Unity and Diversity in Development Ideas: Perspectives from the UN Regional Commissions, ed. Yves Berthelot (Bloomington: Indiana University Press, 2004).

in attitude on major issues - gender, environment, poverty, population, food security, water, industrial diversification - resulting in their adoption in the official agenda of Member States. At the same time, ESCWA has continued to further agreements and norms and support institutions that can sustain regional cooperation and stabilize intraregional relationships.[32]

37.   The circumstances leading to the Arab Spring of recent years provides ESCWA with the impetus to focus regional attention on the ongoing challenges of unemployment, poverty and inequity. Its present objectives continue to prioritize the furtherance of interactions and regional integration; the promotion of exchange of experiences, best practices and lessons learned; ensuring interactions with other regions; and familiarizing them with regional circumstances and needs. Strengthened relations and support to the League of Arab States (LAS) is also considered important.

Additional historical factors leading to convergences and divergences in the work of the regional commissions

38.   A 2005 study from the UN Intellectual History Project Series identified three additional issues that resulted in commonalties and differences in the work of the respective commissions: the cohesion of each region; the development of each; and the challenge of globalization.[33]

39.   On the first, regional cohesion, all five commissions were faced with the challenge of convincing governments of the importance of regional cooperation for national development. Divisions among Member States prevailed in Asia and Africa, where countries had recently emerged (or were yet to emerge) from colonialism, and in Europe where countries faced the Cold War divide. ESCAP faced the additional challenge of having some of the largest and smallest countries/territories in the world in terms of population among its members with understandably divergent interests and needs. While ECLAC and ESCWA had a relatively more homogeneous constituency, the latter was affected by economic divides between the oil-producing and non-oil-producing members of ESCWA exacerbated by the oil shock of 1973.[34]

40.   The regional commissions forged cohesions through developing inter-governmental fora that led to networks of officials and experts across Member States. They also created regional institutions (particularly regional development banks) with considerable importance and influence like the African Development Bank, Asian Development Bank and the Inter-American Development Bank.[35] While ECE did not create any major institutions, it advanced a functional, gradualist approach to regional cohesion through developing common regional norms, standards and procedures in the realms of transport, trade, road safety and pollution reduction among others.[36]

41.   The second factor that led to convergences and divergences in the work of the respective commissions is the development ideas espoused by each commission. Through the findings of regional statistical data collected and published in annual surveys in each region, the regional commissions developed strategies for development with major impacts within and across regions. In Asia, ESCAP furthered the introduction of population policies as a development strategy in the late 1940s concluding that reduced birth rates would be conducive to development. Such a position – bold at the time – was gradually mainstreamed by many governments across the region, inspired other United Nation agencies to incorporate the population dimension into their activities and also stimulated the creation of UNFPA which took the lead in population policy and actions in United Nations and cooperated closely with ESCAP in this realm.

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[32] Ibid.
[33] "Regional and Global UN Entities: A Constructive Exchange of Ideas," Yves Berthelot, Forum for Development Studies, No. 1-2005, June 2005.
[34] Ibid.
[35] Ibid.
[36] Ibid.

42.   In Latin America, ECLAC's conclusion in 1949 that the region's capacity to import and invest was constrained by the downward trends in its terms of trade and led it to develop the import-substitution strategy[37]. In Africa, ECA's work on women led to the First World Conference on Women (Mexico City, 1975) and led to the creation of UNIFEM in 1976 (succeeded by UN Women in 2010). ECA was also the first international entity to organize conferences on the role of women in development in the 1960s including "the Role of Women in Urban Development" and the "Participation of Women in National Social and Economic Development". Such initiatives led to other regional commissions raising awareness of the challenges facing women as they undertook statistical and conceptual work that led to improvements in the status of women.

43.   The regional commissions had a key impact on determining financing and aid policies. In the late 40s, given that Asian countries in the early stages of development had insufficient domestic savings to import the technology needed to diversify outputs and raise productivity, ESCAP calculated the region's financing needs and the estimated gap between investment needs and domestic savings. It recommended as a partial solution in 1949 that Asian countries strengthen economic and financial relations with former colonial powers in Europe. ECE welcomed increased exports and loans to Asia as a means to reduce economic dependence on the US. Such interdependence would subsequently be named and promoted by UNCTAD established in 1964.[38]

44.   On regionalization, ECLAC and ECA were strong proponents for the establishment of sub-regional agreements and mechanisms as pragmatic steps towards stronger regional cooperation due to strong disparities between sub-regions. As national markets were often too small to be viable, sub-regional arrangements were seen as a means to open access to larger markets while protecting infant industries.[39] Within the ECA region alone, as many as eight Regional Economic Communities (RECs)[40] - some with overlapping membership - are recognized by the AU as constituting part of its building blocks and ones that serve to further the implementation of the NEPAD.[41] In addition there are six other regional economic cooperation bodies in the ECA region that are not officially recognized by the AU as RECs.[42] Similarly, in Latin America, there exists at least a dozen regional and sub-regional organizations/entities[43] whose activities are consequential to those of ECLAC. Conversely, the ESCAP (three)[44] and ESCWA (one)[45] regions have far fewer active sub-regional organizations, while in the ECE region, only the EU has a membership composed of only European countries while five others are entities with member states emanating from Europe and Asia.[46]

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[37] Ibid.

[38] Ibid.

[39] Ibid.

[40] Arab Maghreb Union (UMA), Common Market for Eastern and Southern Africa (COMESA), Community of Sahel-Saharan States (CEN-SAD), East African Community (EAC), Economic Community of Central African States (ECCAS), Economic Community of West African States (ECOWAS), Intergovernmental Authority on Development (IGAD) and the Southern African Development Community (SADC).

[41] "The Role of the Regional Economic Communities (RECs) as the Building Blocks of the African Union." Department of Foreign Affairs, Republic of South Africa. 2003. http://www.dfa.gov.za/docs/2003/au0815.htm

[42] Economic and Monetary Community of Central Africa (CEMAC), West African Economic and Monetary Union (UEMOA/WAEMU), Economic Community of the Great Lakes Countries (CEPGL), Indian Ocean Commission (IOC), Mano River Union (MRU) and the Southern African Customs Union (SACU).

[43] Organization of American States (OAS), Community of Latin American and Caribbean States (CELAC), Rio Group, Union of South American Nations [UNASUR – established to integrate the Andean Community of Nations (CAN) and the Southern Common Market (Mercosur)], Caribbean Community (CARICOM), Bolivarian Alliance for the Peoples of Our America (ALBA), Association of Caribbean States (ACS), Organization of Eastern Caribbean States (OECS), Latin American Integration Association (ALADI), Latin American Economic System (SELA), Central American Integration System (SICA) and the Pacific Alliance.

[44] Association of Southeast Asian Nations (ASEAN), South Asian Association for Regional Cooperation (SAARC) and Pacific Islands Forum.

[45] Gulf Cooperation Council.

[46] Council of Europe, Commonwealth of Independent States, Economic Cooperation Organization, Eurasian Economic Union and the Shanghai Cooperation Organization.

45.   Among the regional commissions, ECLAC has been instrumental in reconciling regionalization with globalization through shaping the concept of "open regionalism" via its 1994 document entitled "Open Regionalism in Latin American and the Caribbean". This document was an attempt to reconcile unilateral trade liberalization with preferential agreements through converting sub-regional/regional trade agreements into building blocks for an open international trading system.[47]

46.   All five regional commissions had a common approach up until the mid-70s with regards to viewing the state as a key actor in developing the economy and believed that resource allocation could not be determined by market forces alone. This view gradually evolved between the mid-70s and early 90s with ECE and ECLAC becoming more explicitly market friendly, while ECA, in light of the economic marginalization of Africa and its increasing dependence on foreign capital, developed an alternative strategy of collective self-reliance to increase popular participation in production. Within the framework of the ECA, special programmes were prepared such as the UN Program of Action for Economic Recovery and Development (the first programme adopted by the General Assembly on a geographical basis) and the UN New Agenda for the Development of Africa (UN-NADAF) which helped shape the UN's perspectives on structural adjustment. In recent decades, all the commissions have been unanimous in warning on the social costs of structural reforms, with ECLAC taking the lead in formulating a holistic framework that furthers growth with equity.[48]

47.   Finally, on the third factor, globalization, all five regional commissions served as an obvious platform for countries to articulate and develop common positions and programs which in turn assisted them in better defending their interests and concerns in global forums (e.g. Development Decades). The priority issues addressed in global forums in turn provided a basis for Regional Commissions to address sensitive issues within their own respective regions.

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[47] Ibid.
[48] Ibid.

## B.   Development Account Governance and Management Structure

1.   The Development Account was established by the General Assembly in 1997 through its resolution 52/12B, as a mechanism to fund capacity development projects implemented by the economic and social entities of the United Nations Secretariat (DESA, the five UN regional commissions, UNCTAD, UNODC, UNEP, and UN-Habitat). Projects funded by the Account aim at building the socio-economic capacity of developing countries through collaboration at the national, sub-regional, regional and inter-regional levels. The projects also aim to ensure effective follow-up to the agreed outcomes of the United Nations conferences and summits in the economic and social fields, and serve as an operational extension to the normative and analytical work of their implementing entities. Since its establishment and as of June 2014, 302 projects have been funded from the Account for a total envelope of $181.3 million. The funding envelope of the Account has seen a significant increase over time, growing from US$ 13.0 million in the first four tranches to US$ 28.4 in 2014 (for 46 9th tranche projects).

2.   The UN Secretariat entities have gained considerable experience in operating the Account, including through strengthened guidelines and management practices. Building on this experience, the present document is intended to address the United Nations Office for Internal Oversight Services (OIOS) recommendation to strengthen the Development Account's governance and strategic planning, as per the audit of the Development Account that was conducted in 2012: "DESA should establish the terms of reference of the Technical Review Group and elaborate the composition, roles and responsibilities of the Steering Committee, Technical Review Group, and DESA Capacity Development Office in the management of the Development Account to ensure proper segregation of duties and effective governance" (AN2011/540/02). The purpose of the DA governance and management architecture is to define, through a participatory exercise involving key stakeholders of the Account, a slim, simple governance mechanism that explains the organizational elements of the Account and supports the transparency of processes, as well as the timeliness and quality of projects.

3.   The DA governance and management architecture document, referred to as the 'DA Architecture', is organized as follows:
-     Section 2 defines the key actors of the Account and their responsibility and accountability;

-     Section 3 explains the initiation, selection, quality assurance processes and timelines related to the approved Development Account projects; and

-     Section 4 outlines the terms of reference for key governance mechanisms including the (i) Development Account Steering Committee; (ii) the Quality Assurance Group of the Development Account, and (iii) the Development Account Network.

4.   The main components of the DA governance and management architecture are shown in the following figure:
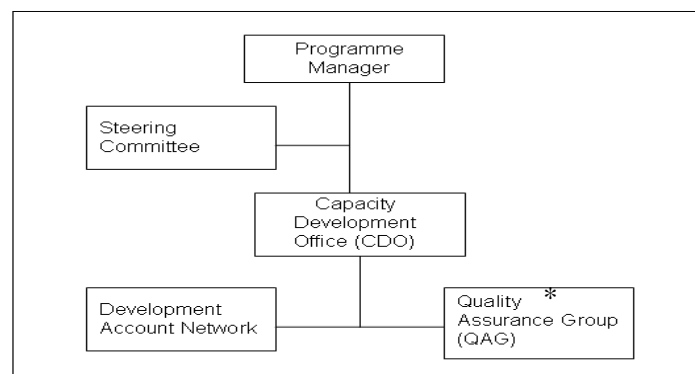
* Acting as operational management of the Account

Main Development Account actors – Responsibility and Accountability

5.   This section identifies the main actors of the Development Account and defines their role and accountability lines.

Key Development Account Actors

Actors	Responsibility	Accountability
Programme Manager - USG DESA	- Responsible for the overall programme management of the Development Account, including the approval of the projects to be funded from the Account; - Provides guidance to the Head of the Capacity Development Office (CDO) and the Development Account Programme Management Team (DA-PMT); - Engages with the Executive Heads of the implementing entities, including in the context of ECESA, on key strategic and policy issues related to the Account. - Issues semi-annual programmatic updates.	Accountable to the Secretary-General
Steering Committee	- Advises and assists the Programme Manager in managing the Account with respect to strategic and policy-related issues. See ToR. - DESA's ASG chairs the Steering Committee and represents the Programme Manager (see ToR).	
Head of Capacity Development Office (CDO)	- Advises the Programme Manager on strategic policy and programme-support matters related to the management of the Account; - Represents the Development Account operational management in the Steering Committee; - Oversees the work of the DA-PMT; - Serves as the Chair of the Quality Assurance Group (QAG); - Engages with members of the Steering Committee and the Development Account Focal Points on policy and programme issues; - Liaises with the Office for Programme Planning, Budget and Accounts (OPPBA) on programme, budget and accounting issues; - Prepares semi-annual financial and project implementation updates.	Accountable to the Programme Manager
Development Account Programme Management Team (DA-PMT)	- Provides direct support on all aspects of the Account's management, particularly with regard to programming, monitoring, evaluation and reporting; - Liaises with the Development Account Focal Points on all aspects of their projects, including selection, approval, implementation, monitoring, reporting and evaluation of projects; - Provides secretariat support to the Development Account Steering Committee, the Quality Assurance Group (QAG) and the DA Network.	Accountable to the Programme Manager and the Head of the CDO

Actors	Responsibility	Accountability
Quality Assurance Group (QAG) (former "Review Group"	- Ensures that all concept notes and project documents meet high quality standards and comply with the requirements of the Development Account (see ToR).	
Executive Heads	- Engage with the Programme Manager on key strategic and policy issues related to the Account including through ECESA and other platforms; - Identify programmatic priorities of their entities and submit project proposals in line with these; - Have ultimate responsibility for the effective and timely delivery of the projects and compliance with the Development Account's requirements.	Accountable to the Secretary-General
DA Focal Point (Normally, Chief of Programme Planning and / or Chief of Capacity Development / Technical Cooperation Units)[49]	- Coordinates all activities of the implementing entity related to the Development Account (programming, monitoring, evaluation and reporting); - Serves as the main contact person in the implementing entity with the Head of CDO,DA-PMT and implementing entity representative on the Steering Committee on all issues related to the Account; - Works as an interface between the policy and the operational level within the entity; - Ensures the internal quality assurance mechanisms and coordinates work in the context of the Development Account in the implementing entity.	Accountable to the Head of the implementing entity
Project Manager	- Manages all aspects (planning, implementation, monitoring, reporting, and evaluation) of the project and its budget; - Liaises with the DA Focal Point of the implementing entity; - Coordinates, within his/her own implementing entity, with other Development Account implementing entities and other relevant stakeholders, to achieve synergies and complementarities and increase the impact of the project.	Accountable to Division Director and Executive Head of the implementing entity
Office for Programme Planning, Budget and Accounts (OPPBA)	- Finalizes the Proposed Programme Budget Fascicle of the Development Account; - Issues allotments for projects endorsed by the QAG.	Accountable to the Director of PPBD
Development Account Network	- To share operational knowledge, experiences and good practices of the implementing entities on all aspects of management of UNDA projects (see ToR).	

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[49] To ensure a firewall between DESA's function as Programme Manager and its execution of DA projects, the Focal Point for DESA's projects is the Chief of Finance Management.

Project initiation, selection, quality assurance and timelines

6.   This section describes the process of initiation and selection of concept notes, the elaboration of the respective project documents and their related quality assurance processes.[50] It does not provide details on the implementation of the projects, or their evaluation.

a.   Preparation and submission of concept notes

-       The Programme Manager launches a request to the Heads of the implementing entities to submit concept notes;

-       The DA Focal Points coordinate and support the internal process of preparation of concept notes in the implementing entities, ensuring that they are compliant with the DA guidelines and the implementing entity's mandate and priorities, while proposing an efficient use of funds and the entity's capacities. Internal quality assurance mechanisms should be used to review and prioritize the concept notes;

-       DA Focal Point submits proposed concept notes to the DA-PMT with priority ranking.[51]

b.   Development, endorsement and approval of the short list of projects

-       The DA-PMT reviews the project design (i.e. problem analysis, strategy, log frame, and partnership arrangements), capacity development potential and budget justification of all submissions ("long list") in order to prepare a suggested short list of concept notes in consultation with the implementing entities;

-       The DA-PMT reverts back to the implementing entities should the short listed projects not comply with the DA guidelines and quality requirements. It may solicit views and feedback from project managers and/or technical experts of the implementing entities on operational and substantive issues;

-       The Steering Committee reviews the proposed short list taking into account the following: the funding envelope, the geographical spread, the thematic focus and the collaboration between entities. The Steering Committee recommends a short list to the Programme Manager for approval;

-       The Quality Assurance Group (QAG) ensures that all short listed projects meet the quality requirements, as defined in the DA concept note guidelines. The QAG may request that the implementing entity provides additional information, clarification or strengthens certain substantive sections of the document prior to clearing the quality of the concept note;

-       The Programme Manager reviews and approves the short list, taking into account the recommendation of the Steering Committee;

-       The DA-PMT, together with the Office for Programme Planning, Budget and Accounts (OPPBA), finalizes the Proposed Programme Budget for the Development Account (the budget fascicle).

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[50] Quality assurance constitutes a process of continuous nature, and is present throughout the cycle of preparation of concept notes and project documents.

[51] In the case of regional commissions, DA concept notes are submitted to RCNYO, which facilitates coordination between regional commissions; looks for synergies and complementarities between interregional projects where this approach provides added value for Member States. RCNYO submits the consolidated list of projects to Head of CDO and DA-PMT and represents the regional commissions in the Steering Committee.

c. Review and approval by the inter-governmental process

-       The Programme Manager presents the proposed budget fascicle to the Advisory Committee on Administrative and Budgetary Questions (ACABQ) and the 5th Committee, along with a Progress Report on the Development Account.

d. Preparation and quality assurance of project documents[52]

-       DA Focal Points in implementing entities should coordinate the development of project documents using internal quality assurance mechanisms and ensuring consultations with implementing partners and compliance with the DA project document guidelines and criteria (as verified in the Focal Points' check-list) as soon as ACABQ has reviewed the fascicle and recommended its approval;

-       The DA Focal Points should then submit project documents to the DA-PMT, together with the checklist, starting in October and no later than 1st March of the following year (5 months);

-       The DA-PMT reviews the project documents ensuring that they meet the standards set-out in the project document guidelines; the DA-PMT may revert up to 2 times with the implementing entity before convening the QAG ;

-       The QAG will consider the proposals to ensure that all projects meet the quality requirements, as defined in the DA project document guidelines. The QAG may request that the implementing entity provides additional information, clarification or strengthens certain substantive sections of the document prior to endorsing the document from a quality point of view;

-       The DA-PMT will communicate the QAG's clearance of the project document and the implementing entity can request the allotment from OPPBA, sending a copy of the request to DA-PMT;

-       The review process for project documents should be completed within 6 months of the GA approval of the tranche (June), allowing the projects sufficient time to implement their activities. Given the number of projects that will need to be reviewed, it will be important that timeliness is ensured by all partners.

Supplemental funding and residual balances

-       In the event that supplemental funding is allotted by the General Assembly during the budget approval process or residual tranche balances are available for re-programming, a meeting of the Steering Committee will be convened to discuss the programming of the funds. In the case of residual balances, the Committee will be provided with financial details on the savings generated by each implementing entity. After the recommendation of the utilization of the funds by the Steering Committee to the Programme Manager, the same process as described above for regular tranches will be launched. As per past practice, the utilization of supplemental funding and residual balances will be reported to ACABQ.

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[52] Project documents serve as the main tool for planning and programming, implementation, management, monitoring and evaluation, and coordination of projects amongst stakeholders. Project documents expand on the approved concept notes and provide more in-depth information with respect to each of the following sections: background; country demand and beneficiary countries; problem analysis; stakeholder analysis; objectives analysis; project strategy and detailed logical framework; implementation partners and budget details. Project documents must especially demonstrate that the proposed activities contribute to developing capacity at the national and/or regional level and feature built-in sustainability mechanisms so as to support, to the extent possible, durable results, beyond the completion of the project, while achieving the objective and its expected accomplishments.

Terms of Reference (ToRs)

7. This section outlines the terms of reference for key actors of the Development Account, including: (i) the Steering Committee; (ii) the Quality Assurance Group (QAG); and (iii) the Development Account Network.

(i) Development Account Steering Committee (ToR)

Background

8. The Steering Committee, established by the Programme Manager, advises and assists the Programme Manager in managing the Account with respect to strategic and policy-related issues. The main objective of the Committee is to assist the Programme Manager and the implementing entities strengthen the effectiveness, efficiency and impact of the UNDA Programme. In this regard, the Steering Committee builds on the operational and substantive experience of the implementing entities, their good practices, as well as those of the UN operational community and the Executive Committee on Economic and Social Affairs (EC-ESA).

Functions

9. The main functions of the Steering Committee include the following:

(i) To advise the Programme Manager on strategic and policy issues, particularly related to the management, coordination, programming, monitoring, evaluation and reporting and make recommendations thereon in the context of the intergovernmental guidance;

(ii) To consider possible ways to increase the impact of the Account, including through the identification of good practices of the implementing entities and make recommendations, as appropriate;

(iii) To consider and agree on the proposed theme for the forthcoming tranche for the Programme Manager's approval;

(iv) To consider and agree on the short list of projects to be funded under a new tranche, as well as supplementary funding provided by the GA or residual balances, for the Programme Manager's approval. In doing so, the Steering Committee will take into account the funding envelope, the geographical spread as well as thematic focus and the collaboration between entities;

(v) To support the Programme Manager in raising the profile and visibility, amongst UN Member States, of the Account by informing the stakeholders on the Account's activities and results;

(vi) To promote greater programme coherence in the work of the Account, including through sharing of information.

Composition

10. The Steering Committee is composed of five members representing the implementing entities and other key stakeholders, as follows (members are designated by their entity):
- One member representing DESA;

- One member representing the regional commissions;

- One member representing UNCTAD;

- One member representing UNEP, UN-HABITAT and UNODC (on a rotational basis);

- One member from Programme Planning and Budget Division (PPBD) (the Chief of Service I, responsible for the Development Account).

11. The presence of a majority of the members shall be required for any decision to be taken.

- Meetings of the Committee are convened by an Assistant Secretary-General of DESA, who serves as Chair of the Committee, representing the Programme Manager. The Head of DESA's Capacity Development Office (CDO) supports the ASG and represents the operational management of the Account;

- The Development Account Programme Management Team (DA-PMT) provides Secretariat support and serves as Secretary of the Committee;

- The Steering Committee meets as needed to accomplish its tasks as outlined above. To facilitate the participation of members and experts contributing to the Committee's work, notices of meetings are given at least 2 weeks in advance. The DA-PMT makes documents available no later than 7 working days before the meeting. The DA-PMT also prepares minutes of each meeting which are circulated to all members once approved by the Chair;

- Meetings may be conducted via email or video/audio to facilitate participation of those located outside UN headquarters in New York.

(ii) Development Account Quality Assurance Group (ToR)

Background and purpose

12.   The quality of the design of Development Account projects is critical for successful implementation, particularly as it lays the foundation for the effectiveness of the activities and their results. It provides a common understanding by all stakeholders of the project's objective and expected accomplishments, guides the planning and delivery of activities, and represents the basis for monitoring and evaluation. Quality assurance mechanisms have been established at the level of the implementing entities, as well as the Programme Manager, to ensure that concept notes and project documents meet the standards set out under UN Rules and Regulations governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, as well as the Development Account guidelines.

13.   In this context, the Quality Assurance Group (QAG), formerly known as the 'Review Group', ensures that all concept notes and project documents meet high quality standards and comply with the requirements of the Development Account. The Group draws from the quality assurance processes of the individual implementing entities and benefits from their outcome. It is responsible for endorsing concept notes prior to the finalization of the budget fascicle and for the endorsement of all project documents (for further details on the quality assurance processes, see section 3 on project initiation, selection, quality assurance).

Functions

14.   The main functions of the Quality Assurance Group include the following:

(i)   To review the quality of the concept notes from regular tranches, supplementary funding and residual balances, ensuring that they meet the DA's quality standards, and provide feedback to the DA-PMT for communication to the implementing entities;

(ii)   To review the quality of all project documents ensuring that they meet the DA's quality standards and provide feedback to the implementing entities, through the DA-PMT, to ensure that the documents meet the quality requirements established for the Account;

(iii)   To advise the DA-PMT on good practices in designing concept notes and project documents based on the reviews conducted, for sharing with the implementing entities and for incorporation into the guidelines.

<u>Composition</u>

15.   The QAG is composed of the following experts:

-       Head of CDO as Chair;

-       Implementing Entity Focal Point (or other nominee) when the implementing entity's project is being reviewed; 53

-       DA-PMT members (project design and logical framework experts).

<u>Working arrangements</u>

-       The DA-PMT serves as Secretariat to the QAG, presents the project concept notes / project documents, summarizes the Group's recommendations and coordinates their implementation with the implementing entity's Focal Point. It convenes the QAG and submits those concept notes and project documents which are deemed ready for review and clearance, based on its own prior review and consultations with the Focal Points. The DA-PMT prepares a short note for the QAG containing a summary of its appraisal and recommendations on the project;

-       The DA-PMT may request that the project, especially at the concept note level, be reviewed by substantive experts on an ad-hoc basis prior to submitting to the QAG. In such case, experts will be decided upon in consultation with IE.;

-       The presence of at least three members shall be required for any decision to be taken.

(iii) Development Account Network (ToR)

<u>Background</u>

To support the sharing of operational knowledge, experiences and practices, the Programme Manager will launch a Network of Development Account practitioners who are directly involved in the Account's programming, management, and oversight arrangements within the implementing entities. The overall objective of the Network is to strengthen the efficiency and effectiveness of the Account's management, through interactive coordination and outreach mechanisms.
<u>Purpose</u>

The main purpose of the Network is to provide an institutional space, mainly virtual, for exchange of information, views and perspectives on good practices, experiences, approaches, models and tools in programming, implementation, and monitoring Development Account projects.

More specifically, main functions of the Network include the following:

(i)   To link Development Account programme experts from different implementing entities to share their operational knowledge, experiences and good practices;

(ii)   To provide a platform for the DA-PMT to provide on-going support, information, and address policy questions to a collective group for the benefit of all implementing entities, with the aim of strengthening their entity's project implementation.

<u>Composition</u>

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[53] For interregional projects involving the collaboration of three or more regional commissions, RCNYO will join the QAG in relation to the respective project.

The Development Account Network is an informal network composed of staff members, who are involved in the management of the UN Development Account projects.

<u>Working arrangements</u>

- The DA-PMT will support the operations of the Network;

- Most of the Network activities will be conducted via e-mail, e-discussions, and possibly video-conferences. The Network may hold physical meetings when required;

- Subject specific e-discussions may be moderated by representatives of the implementing entities, on a voluntary basis, the DA-PMT, or other senior staff, to be determined prior to the launch of the discussion.

C. Technical committees of the regional commissions

ECA

The seven committees of the ECA and their key objectives are as follows:

(i) Committee on Food and Sustainable Development. The Committee serves as a forum for the promotion of cooperation, exchange of information and sharing of experiences in the areas of food security, agriculture, environment, land, climate change and broader sustainable development issues.[54]

(ii) Committee on Governance and Popular Participation. The Committee provide a forum for deepening policy dialogue and interface among the government, private sector and civil society and also enables ECA to draw on opinion of experts from these three sectors in its operations.[55]

(iii) Committee on Development Information, Science and Technology. The Committee serves as an inter-governmental forum on the formulation and implementation of policies, strategies and best practices in ICT, Science, Technology and Innovation (STI), Geo-Information as well as Libraries and Information Services.[56]

(iv) Committee on Trade, Regional cooperation and Integration. The Committee was established to fully take into account the role of similar organs of African organizations involved in the promotion of regional cooperation and integration and harmonize initiatives in this realm, thereby avoiding overlapping and duplication.[57]

(v) Committee on Women and Development. The Committee objectives include: reviewing and evaluating activities carried out in the region in the framework of the relevant programmes for the advancement of women; harmonizing and coordinating sub-regional programmes; mobilizing resources for programme implementation; and organizing information and experience exchange on policies regarding women's advancement in member States.[58]

(vi) Committee on Statistics. The Committee works on: national and continental statistical development issues; methodological issues; coordination and integration of the African Statistical System; and support to technical cooperation activities in statistics and organizational matters.[59]

(vii) Committee on Human and Social Development. The Committee's objectives include: strengthening the capacity of member states to develop, implement and monitor social policies and programmes; further popular participation in the inclusive and sustainable transformation of the continent; review progress of human and social development in Africa and identify challenges, what has worked and implementation gaps.[60]

ECE

The eight Committees and the key issues addressed by each include:

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[54] http://www.uneca.org/rio20/pages/committee-food-security-and-sustainable-development
[55] http://www.uneca.org/cgpp3/pages/about-committee-governance-and-popular-participation
[56] http://www.uneca.org/codist
[57] http://www.uneca.org/ctrci8/pages/what-ctrci
[58] http://www.uneca.org/cwd8/pages/about-cwd
[59] http://www.uneca.org/statcomdodgggim-africa
[60] http://www.uneca.org/media-centre/stories/eca-convene-committee-human-and-social-development-meeting-addis-ababa#.VNpdBy5RpOg

(i) Committee on Environmental Policy. The Committee works to support countries to enhance their environmental governance and trans-boundary cooperation and to strengthen the implementation of UNECE regional environmental commitments and advance sustainable development in the region.[61]

(ii) Inland Transport Committee. The Committee serves as a pan-European intergovernmental forum, where UNECE member countries come together to forge tools for economic cooperation and negotiate and adopt international legal instruments on inland transport.[62] Its objective is to facilitate and develop international transport while improving safety and environmental performance.

(iii) Conference of European Statisticians. The Conference's objectives include: improving national statistics and their international comparability; promoting close coordination of statistical activities so as to achieve greater uniformity in concepts and definitions; responding to emerging needs for international statistical cooperation; and discussing and adopting statistical standards in the UNECE region.[63]

(iv) Committee on Trade. The Committee's work includes a range of activities to assist member States with trade facilitation; harmonizing technical regulations and standards policy as well as commercial agricultural and e-business standards. Its activities are aimed at creating favourable legal, institutional and normative frameworks in order to expand trade and economic cooperation in the region.[64]

(v) Committee on Forests and the Forest Industry. The Committee works together with the FAO European Forestry Commission to strengthen the forest sector and its contribution to sustainable development in Europe, Central Asia and the Caucasus and North America through an integrated work programme.[65]

(vi) Committee on Housing and Land Management. The Committee assists member States through assessments of countries' housing systems, development of policy guidance, provision of advisory services and capacity-building activities.[66]

(vii) Committee on Sustainable Energy. The Committee focuses it work on: energy efficiency; cleaner electricity production from fossil fuels; renewable energy; coal mine methane; UN Framework Classification of energy and mineral reserves and resources; natural gas (sustainable and clean production, distribution, consumption, use as transportation fuel); and energy security dialogue.[67]

(viii) Committee on Economic Cooperation and Integration. The Committee works to promote a policy, financial and regulatory environment conducive to economic growth, innovative development and higher competitiveness in regional countries with economies in transition.[68]

ECLAC

The nine Committees and the key issues addressed by each include:[69]

(i) Caribbean Development and Cooperation Committee (CDCC). The Committee's objectives include: promoting/strengthening socio-economic cooperation and integration among Caribbean countries and with Latin America; furthering information and experience sharing among members;

[61]   http://www.unece.org/environmental-policy/committee-on-environmental-policy/about-the-committee-on-environmental-policy.html

[62] http://www.unece.org/trans/main/itc/itc.html

[63] http://www.unece.org/stats/ces.html

[64] http://www.unece.org/tradewelcome/tradectwelcome/about-us.html

[65] http://www.unece.org/forests/about-us/governance.html

[66] http://www.unece.org/housing-and-land-management/about-us/the-committee.html

[67] http://www.unece.org/energy/se/com1.html

[68] http://www.unece.org/ceci/welcome.html

[69] http://www.cepal.org/en/organos-subsidiarios

and promoting common positions and strategies on socio-economic issues among Caribbean nations. The CDCC's structure includes a Session of Ministers that meets every biennium, preceded by a meeting of the Monitoring Committee that meets annually. Reports and decisions of the Ministers Session are conveyed to the biennial sessions of ECLAC.[70]

(ii) Committee on South-South Cooperation. The Committee's objective is to strengthen international cooperation for development, including South-South, North-South and multilateral cooperation.

(iii) Conference on Science, Innovation and Information and Communications Technologies. The Conference aims to promote the development and improvement of national policies on science, technology and innovation and those related to the progress of the information and knowledge society.

(iv) ECLAC Committee of the Whole. The meeting provides member States' Governments the opportunity to discuss important matters between the sessions of the Commission.

(v) Regional Conference on Population and Development in Latin America and the Caribbean. The Conference has the ultimate responsibility for following-up on and reviewing issues pertaining to population and development, international migration, indigenous peoples and Afro-descendent populations and ageing.

(vi) Regional Conference on Social Development in Latin America and the Caribbean. The Conference aims to promote national policy development on social development and further international, regional and bilateral cooperation among national offices and institutions and international and regional agencies, to examine multidimensional poverty and make progress on poverty measurement, inequality and structural gaps.

(vii) Regional Conference on Women in Latin America and the Caribbean. The sessions of this Conference convene high-level authorities with responsibility for issues relating to the situation of women and for policies on gender equity in the countries of the region. It is the foremost intergovernmental forum in the region for the analysis of public policies from a gender perspective.

(viii) Regional Council for Planning of ILPES. Established in 1975 as a Technical Committee, the Council serves as the senior guiding body for the activities of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES) as well as an advisory body with respect to the implementation of its work programmes and the evaluation of its results.

(ix) Statistical Conference of the Americas. Established via ECOSOC resolution 2000/7, the Conference aims to contribute to progress on policies on statistics and statistical activities in the region and to promote international, regional and bilateral cooperation among national offices and international and regional agencies.

ESCAP

The eight Committees and the key issues addressed by each include:[71]

(i) Committee on Macroeconomic Policy, Poverty Reduction and Inclusive Development: macroeconomic policies to reduce poverty and achieve sustainable and inclusive development; regional economic development policies and options, including financing for development; strategies for achieving the MDG; pro-poor economic growth; progress towards graduation of the LDCs; and reducing rural poverty.

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[70] www.cepal.org/cgi-bin/getProd.asp?xml=/portofspain/noticias/paginas/2/42762/P42762.xml&base=/portofspain/tpl/top-bottom.xsl
[71] Ibid.

(ii) Committee on Trade and Investment: regional cooperative mechanisms and agreements in trade, investment and finance, including the Asia-Pacific Trade Agreement; policy options on trade, investment, enterprise development and finance; sustainable economic growth and rural poverty reduction through agro-technology transfer and agro-based enterprise development; and technology transfer to address regional development challenges.

(iii) Committee on Transport: Transport policy options and programmes; Commission initiatives to further international intermodal transport linkages; improve road safety and efficiency of transport operations and logistics; and support for accession and implementation of international transport agreements.

(iv) Committee on Environment and Development: Integration of environmental sustainability in development policy; sustainable planning and the use of water resources; regional cooperation for enhanced energy security and the sustainable use of energy resources.

(v) Committee on Information and Communications Technology; Integration of ICT-related issues in development policies, plans and programmes; transfer and application of ICT at the regional and sub-regional levels; human/institutional capacity development in ICT use; ICT applications for disaster risk reduction.

(vi) Committee on Disaster Risk Reduction: Policy options/strategies on multi-hazard disaster risk reduction and mitigation; regional cooperation mechanisms for disaster risk management; multi-hazard assessment, preparedness, early warning and response to disaster risks.

(vii) Committee on Social Development: Population Dynamics, HIV/AIDS; Gender Equality; Social Protection; International Migration; Disability; Ageing; and Youth.

(viii) Committee on Statistics: Tracking key regional socio-economic and environmental trends including progress towards MDGs; identifying data requirements for socio-economic-environmental analysis in accordance with internationally agreed standards and good practices; and capacity-building for national statistical offices in the region.

ESCWA

The nine committees and the key objectives/issues addressed by each include:

(i) Executive Committee. Established to enhance interaction and close consultation between Commission and Secretariat on substantive development issues, the Committee is composed of high-level senior officials of member governments mirroring the membership of the Commission. The Executive Committee is entrusted with submitting resolutions and reports to the Economic and Social Council, on matters excluding the terms of reference of the Commission, and undertakes the following: (a) Organize the sessions of the Commission; (b) Review and adopt the programme of work of the subsidiary committees on the basis of criteria defined by the Executive Committee; (c) Ensure consistency between subprogrammes; (d) Deal with all matters related to programme planning.[72]

(ii) Statistical Committee. Objectives include: following up progress achieved by member countries in the development of statistical systems; providing technical advice, proposing training programmes and organizing workshops and seminars to enhance statistical capacity; assisting member countries in standardizing national statistics; coordinating exchange of statistical data and information between

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[72] http://css.escwa.org.lb/english/320XXVIII.pdf

member countries and UN Statistical Commission; and coordinating the statistical programmes of member countries particularly in matters relating to surveys and censuses.[73]

(iii) Committee on Energy. The Committee's role includes: participating in the establishment/ formulation of work programme priorities and medium-term plans in the field of energy; monitoring developments in member States and ESCWA secretariat progress on activities in the field of energy; and following-up on and supporting implementation of resolutions/recommendations adopted at international/regional conferences in the field of energy. [74]

(iv) Committee on Social Development. The committees aim to enhance regional cooperation through the effective participation of relevant parties in member countries in planning and implementing the programme of work of ESCWA in the field of social development.[75]

(v) Committee on Transport. The committee seeks to further the effective role of transport in furthering regional integration.[76]

(vi) Committee on Women. The Committee is responsible for: identifying women-related priorities of ESCWA work programmes and plans and monitoring progress; monitoring developments and formulating integrated policy for women's advancement and empowerment; supporting implementation of resolutions/recommendations adopted at global/regional conferences; following-up on performance by member countries on human rights instruments concerning women; preparing/implementing field projects for women's advancement/empowerment; and attention to women war/conflict regions.[77]

(vii) Committee on Water Resources. The Committee is responsible for: participating in establishing/formulating work programme priorities and medium-term plans in water resources; monitoring developments in member States and progress in ESCWA secretariat activities in water resources; and following-up on and supporting implementation of resolutions/recommendations adopted at international/ regional conferences in the field of water resources.[78]

(viii) Committee on Liberalization of Foreign Trade and Economic Globalization. The committee was established with the goal to: identify member countries concerns and priorities with respect to multilateral trade agreements and negotiations; monitor developments in global trade negotiations and in establishing economic and trade blocs; cooperate with ESCWA Secretariat to formulate programmes to assist countries to design economic development policies at national/regional levels; and to formulate programmes for training, exchange of expertise and research.[79]

(ix) Committee on Technology for Development. The Committee, which replaces the Consultative Committee on Scientific and Technological Development and Technological Innovation, was established to: a) identify priorities in the area of technology for development; b) monitor progress in the area of technology; c) follow-up regional and international processes; d) support the implementation of the WSIS Tunis Agenda; and e) coordinate with other regional bodies and LAS ministerial councils[80]

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[73] http://css.escwa.org.lb/sd/1986/0e.pdf

[74] www.escwa.un.org/about/editors/Download.asp?table_name=about_committees&field_name=id&FileID=11

[75] www.escwa.un.org/about/editors/Download.asp?table_name=about_committees&field_name=id&FileID=5

[76] www.escwa.un.org/about/editors/Download.asp?table_name=about_committees&field_name=id&FileID=7

[77] www.escwa.un.org/about/editors/Download.asp?table_name=about_committees&field_name=id&FileID=9

[78] www.escwa.un.org/about/editors/Download.asp?table_name=about_committees&field_name=id&FileID=3

[79] http://www.escwa.un.org/information/meetingdetails.asp?referenceNum=0527E

[80] http://www.escwa.un.org/about/gov/sessions/editor/Download.asp?table_name=sess26_menu&field_name=ID&FileID=193