



**United Nations**

# **Review of management and administration in the Economic Commission for Latin America and the Caribbean**

**Report of the Joint Inspection Unit**

**Prepared by Aicha Afifi and Jorge Flores Callejas**



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*Executive summary***Review of management and administration in the Economic Commission for Latin America and the Caribbean****Introduction and background**

The Joint Inspection Unit (JIU) included in its programme of work for 2019 a review of management and administration in the Economic Commission for Latin America and the Caribbean (ECLAC). The programme of work for 2019 was subsequently noted with appreciation by the General Assembly in resolution 73/287.

The Economic Commission for Latin America was established by Economic and Social Council resolution 106 (VI) of 25 February and 5 March 1948 and began to function in the same year as a regional think tank.

ECLAC is one of the five regional commissions. It was established with the purpose of contributing to the socioeconomic development of Latin America and the Caribbean, coordinating actions directed towards this end and reinforcing economic ties among countries of the region and with other nations of the world.

As part of the present review, a management letter was prepared and submitted to the Secretariat at the end of 2019; its main objective was to present some of the preliminary findings of the review in a timely manner, for informed decision-making by the Secretariat in the context of the ongoing reform of the United Nations development system.

While the Inspectors focused in the management letter on the institutional strengths and positioning of ECLAC within the reform of the regional dimension of the United Nations development system, the present review includes the Secretary-General's response to the letter as part of the chapter on regional coordination.

In the review, the Inspectors build upon previous work carried out by JIU, in particular on the management letter and the review of management and administration of ECLAC undertaken in 2012 (JIU/NOTE/2013/2).

**Objectives**

The main objective of the review is to provide an independent assessment of the regulatory frameworks and related practices concerning the management and administration of ECLAC, highlighting areas of concern and those in need of improvement and the challenges faced, with a view to enhancing the efficiency and effectiveness of the regional commission.

The Inspectors also examine the contribution expected of ECLAC at the regional level, its regional coordination role vis-à-vis other regional actors, both those within the United Nations system and those outside, the division of labour within the region, and the adequacy of its management and administration processes, governance and organizational structure to support the implementation of sustainable development at the regional and national levels in an effective manner.

**Main findings and conclusions***Governance*

The mandates of ECLAC derive from the decisions and resolutions of the Commission – its regional legislative body – the Economic and Social Council and the General Assembly. The member States and associate members exercise corporate governance at the regional level through their participation in the meetings of the Commission. The session is the most important meeting of the Commission. It enables oversight by the States

members of the Commission, which examine the secretariat's report on the Commission's activities and apprise themselves of the work accomplished by ECLAC during the preceding period.

ECLAC also serves as the secretariat of several of the Commission's subsidiary bodies, which provide additional insight for member States and associate members into the work, policy recommendations and proposals of ECLAC on specific areas of activity.

At the thirty-sixth session of the Commission in 2016, the member States established the Forum of the Countries of Latin America and the Caribbean on Sustainable Development. The Forum is convened under the auspices of ECLAC to follow up and review the implementation of the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development. The Forum provides, *inter alia*, a regional platform for mutual learning and exchange, enabling the countries and territories of the region to share experiences and good practices.

#### *Mandate and programme of work*

The mandate of the Commission includes the social aspects of economic development and the interrelationship between economic and social factors. Through the adoption of a programme of work by the Commission or the Committee of the Whole (in the years that the Commission does not meet), member States and associate members establish mandates to guide the Commission's future work.

The original mandate explicitly included the "economic and social" aspects of development. However, it did not make any reference to the environmental dimension, although such a dimension has been part of ECLAC studies and activities, and has been endorsed by member States through the adoption of different programmes of work. Furthermore, it is highlighted in ECLAC resolution 700 (XXXVI) that the Forum of the Countries of Latin America and the Caribbean on Sustainable Development will be convened under the auspices of ECLAC and that it will contribute to the implementation of the 2030 Agenda and the achievement of the Sustainable Development Goals by, *inter alia*, fostering the integration of the three dimensions of sustainable development in a holistic and cross-sectoral manner with a particular focus on, among other things, the protection and sustainable use of the environment.

#### *Programme of work and the 2030 Agenda*

In the review, the Inspectors look at the contribution of ECLAC in the context of the 2030 Agenda. They conclude that, since the 2030 Agenda's launch in 2015, ECLAC has provided valuable support to countries in Latin America and the Caribbean regarding its implementation and follow-up. ECLAC has argued that integration and regional cooperation are the foundations for successfully implementing the 2030 Agenda, allowing countries to jointly address economic and transboundary issues.

The Inspectors found that ECLAC had realigned its programme of work on the Sustainable Development Goals through a restructuring of its strategic framework during the 2018–2019 biennium. In the review, the Inspectors analyse this realignment and the contribution of the various subprogrammes to achieving specific Sustainable Development Goals.

#### *Caribbean subregion*

ECLAC serves the needs of the Caribbean subregion through, *inter alia*, the implementation of mandates from the Caribbean Development and Cooperation Committee, which is a subsidiary body of the Commission. The subregional agenda is driven by the 2030 Agenda and by the specific characteristics of small island developing States. While complementary, the

two agendas pose slightly different challenges to the countries of the subregion, most of which lack the capacity to monitor and report on both.

An important step in addressing this challenge was the launch of the Caribbean First strategy by the Commission during its thirty-seventh session held in 2018. The strategy is aimed at addressing the specific and enduring challenges of the Caribbean subregion.

The Inspectors describe and analyse the initiatives launched in the context of the strategy, calling for specific monitoring of the results achieved and regular reporting thereon to the Commission.

#### *Organizational structure and executive management*

ECLAC is currently structured around 13 divisions responsible for the implementation of their respective subprogrammes, including those of the two subregional headquarters (in Mexico and Trinidad and Tobago). The organizational structure of ECLAC shows a higher number of divisions when compared with the other regional commissions. The report includes an analysis of the objectives of the subprogrammes, indicating that the review of the current subprogramme structure may provide opportunities for additional efficiencies.

The Inspectors examine the role and activities undertaken by ECLAC subregional headquarters and national offices, which play an important role in its organizational structure. However, the current reform of the resident coordinator system suggests that the functions undertaken by ECLAC national offices need to be re-examined in the context of calls for coordination and unified action at the national level.

The Secretariat is undergoing a comprehensive reform of its structures, activities and processes and ECLAC, as part of the Secretariat, will be expected to implement the management reforms. It is within this context that the Inspectors analyse the main challenges being faced by the management of ECLAC in running the regional commission in an efficient and effective manner. Those challenges relate mainly to the ongoing reform process and to the liquidity problems of the Secretariat.

#### *Human resources management*

As part of the present review, the Inspectors examine human resources management, including the gender balance and the geographical distribution of staff. The Inspectors found that the geographical distribution of staff had become more imbalanced since the previous review in 2012. The proportion of staff from the Latin America and Caribbean region, who represent 77 per cent of staff in the Professional and higher categories, had grown by 10 per cent since 2012 to the detriment of all the other regions. The Inspectors propose additional measures that could be taken to recruit qualified staff from other regions with the aim of achieving a more balanced geographical distribution of staff.

Gender balance among staff is an area in which action has been taken since the previous review. However, more needs to be done. Despite overall figures showing 47.3 per cent of male staff and 52.7 per cent of female staff, the underlying gender structure by category and grade needs further attention.

The Inspectors looked into other elements of human resources management, such as staff performance appraisals and compliance with the mandatory staff training programme established by the Secretariat. In both cases, the Inspectors found that the rates of compliance were low and recommended that management take specific actions to address those issues.

#### *Financial management*

The overall resources for ECLAC for the 2018–2019 biennium

amounted to \$140.2 million, supplemented by extrabudgetary resources of \$18.7 million. An analysis of resources for the period between 2012 and 2020 reveals that the regular budget has declined, while extrabudgetary resources remain unchanged.

ECLAC is facing serious liquidity problems in its main source of funding, which is the regular budget. Cash flow constraints affected the whole financial structure of ECLAC at the end of the 2018–2019 biennium. Considerable effort was expended monitoring and reallocating resources according to the highest priorities. This issue has had a negative impact on the entire Secretariat. Implementing the 2018–2019 budget was greatly limited by the liquidity constraints and inadequate levels of reserves, as confirmed by the Secretary-General.

ECLAC developed a new fundraising strategy in 2019. However, the Inspectors found that the level of extrabudgetary resources had remained stable during the previous five years. Major donors remain the same and the private sector only contributes a small proportion of the total extrabudgetary resources. The Inspectors indicate opportunities for ECLAC to increase its level of extrabudgetary resources by expanding its donor base and underline the need to operationalize the fundraising strategy, putting in place a systematic and coordinated approach to fundraising, which is more pressing than ever given the current global economic context.

## **Recommendations**

The present review contains four formal recommendations addressed to the Executive Secretary of ECLAC. The recommendations aim at clarifying and enhancing the regulatory frameworks and related practices concerning the management and administration of ECLAC with a view to enhancing the efficiency, effectiveness and accountability of the regional commission. In this regard, the Inspectors invite the Committee for Programme and Coordination to take note of the present report and to monitor the implementation of the following recommendations.

### **Recommendation 1**

The Executive Secretary of ECLAC should monitor and report on the impact and specific results achieved by the Caribbean First strategy as part of regular reporting to the Commission.

### **Recommendation 2**

The Executive Secretary of ECLAC should prepare, before the end of 2021, an action plan to facilitate coordination and integration of the activities of the national offices in the respective United Nations Sustainable Development Cooperation Frameworks for the countries in which those offices are located.

### **Recommendation 3**

The Executive Secretary of ECLAC, in consultation with the Secretariat, should devise a change management plan to address the impact of the current reform process on the regional commission's activities and report the relevant results to the Secretary-General and the Commission as part of regular reporting activities.

### **Recommendation 4**

The Executive Secretary of ECLAC should ensure that staff performance appraisals are carried out timely, as required for all staff at the end of each performance cycle.



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## Acronyms

DESA	Department of Economic and Social Affairs
ECLAC	Economic Commission for Latin America and the Caribbean
ICT	Information and communications technology
IDB	Inter-American Development Bank
JIU	Joint Inspection Unit
OECD	Organization for Economic Cooperation and Development
OIOS	Office of Internal Oversight Services
SICA	Central American Integration System
UNCTAD	United Nations Conference on Trade and Development
UNEP	United Nations Environment Programme
UNFPA	United Nations Population Fund
UNODC	United Nations Office on Drugs and Crime

## I. Introduction

1. The Joint Inspection Unit (JIU) included in its programme of work for 2019 a review of management and administration in the United Nations Economic Commission for Latin America and the Caribbean (ECLAC). The programme of work for 2019 was subsequently noted with appreciation by the General Assembly in resolution 73/287.
2. As part of the present review, a management letter<sup>1</sup> was prepared and submitted to the Secretariat at the end of 2019; its main objective was to present some of the preliminary findings of the review in a timely manner, providing the key elements necessary, in the view of the Inspectors, for informed decision-making by the relevant parties in strengthening the regional dimension of the United Nations development system as part of ongoing reforms.
3. The terms of reference of the review took account of the steps taken by ECLAC in the context of those reforms, including the strengthening of its regional coordination role vis-à-vis regional actors, both those within the United Nations system and those outside, and the division of labour among them within the region. They also referred to the response provided by ECLAC to the challenges posed by the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, while effectively assisting member States in the Latin America and Caribbean region.
4. While the Inspectors focused in the management letter on the institutional strengths and positioning of ECLAC in the context of the Secretary-General's reforms of the regional dimension of the United Nations development system and of the 2030 Agenda, in the present review the Inspectors examine the governance and management of the regional commission. However, the review also includes an update on the evolution of the reform of the regional dimension, including the Secretary-General's response to the management letter as part of the chapter on regional coordination.
5. The Inspectors are pleased to note that the Secretary-General corroborates some of the findings contained in previous JIU reviews, indicating that consultations held in the context of the regional review confirmed a strong sense of ownership and wide appreciation among member States in the region for the policy support received in previous years, in particular by ECLAC. He stated that the new regional architecture would build on that strong foundation, by focusing on the connection between ECLAC and the rest of the United Nations development system.<sup>2</sup> This approach confirms some of the conclusions reached by JIU in its review of 2012, the management letter of 2019 and the present review, which suggest that the Secretary-General should, inter alia, capitalize on the institutional strengths of ECLAC, on its privileged position in the context of regional cooperation and coordination and on its strategic role as the link between the global and national levels, while implementing the reforms of the regional dimension of the United Nations development system.

### A. Background

6. The Economic Commission for Latin America was established by Economic and Social Council resolution 106 (VI) of 25 February and 5 March 1948. The scope of the Commission's work was broadened afterwards to include issues affecting the countries of the Caribbean. In its resolution 1984/67 of 27 July 1984, the Economic and Social Council decided to change the Commission's name to the Economic Commission for Latin America and the Caribbean.
7. ECLAC is one of the five regional commissions. It was established with the purpose of contributing to the economic development of Latin America and the Caribbean,

<sup>1</sup> See [www.unjiu.org/content/reports-and-notes](http://www.unjiu.org/content/reports-and-notes).

<sup>2</sup> A/75/79-E/2020/55, para. 196.

coordinating actions directed towards this end and reinforcing economic ties among countries of the region and with other nations of the world. The promotion of the region's social development was included later among its primary objectives. The 33 countries of Latin America and the Caribbean, together with several Asian, European and North American nations that have historical, economic and cultural ties with the region, comprise the 46 States members of the Commission. It should be noted that ECLAC is the regional commission with the highest number of members that are not geographically part of the region.<sup>3</sup> In addition, 14 non-independent territories in the Caribbean are associate members of the Commission.<sup>4</sup>

8. The headquarters of ECLAC is located in Santiago. In 1951, the ECLAC subregional headquarters in Mexico was established to serve the Central American subregion and, in 1966, the ECLAC headquarters for the Caribbean was founded in Trinidad and Tobago. In addition, ECLAC maintains national offices in Bogotá, Brasília, Buenos Aires and Montevideo and a liaison office in Washington, D.C.

9. 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. 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 into three main areas: the Caribbean, Central America and South America. A shared common cultural identity and a common language used by most of the countries in the region are among the key drivers facilitating regional integration.

10. The region faces challenges stemming from the fact that it mainly comprises middle-income countries, as 28 of the 33 member States from the region fall into this category and exhibit major disparities. These middle-income countries are increasingly excluded from an international cooperation system that uses per capita income as the most representative indicator of development.<sup>5</sup>

11. ECLAC operates as a regional think tank; its contribution to thinking on socioeconomic development in Latin America is widely recognized by member States in the region. The contribution of ECLAC is highlighted in its flagship publications – *Economic Survey of Latin America and the Caribbean*, *Foreign Direct Investment in Latin America and the Caribbean*, *International Trade Outlook for Latin America and the Caribbean*, *Preliminary Overview of the Economies of Latin America and the Caribbean*, *Social Panorama of Latin America* and the *Statistical Yearbook for Latin America and the Caribbean* – and its organization of forums, workshops, seminars and expert meetings, as well as the delivery of technical cooperation services to member States.

12. In the present review, the Inspectors build upon the previous work of JIU, in particular the aforementioned management letter and the review of management and administration in ECLAC undertaken in 2012.<sup>6</sup>

## B. Objective

13. The main objective of the review is to provide an independent assessment of the regulatory frameworks and related practices concerning the management and administration of ECLAC, highlighting areas of concern, those in need of improvement and the challenges faced, with a view to enhancing its efficiency and effectiveness.

14. The Inspectors will examine the contribution expected of ECLAC at the regional level, its regional coordination role vis-à-vis regional actors, both those within the United

<sup>3</sup> The ECLAC member States that are not geographically part of the region are: Canada, France, Germany, Italy, Japan, Netherlands, Portugal, Republic of Korea, Spain, United Kingdom of Great Britain and Northern Ireland and United States of America.

<sup>4</sup> Anguilla, Aruba, Bermuda, British Virgin Islands, Cayman Islands, Curaçao, French Guiana, Guadeloupe, Martinique, Montserrat, Puerto Rico, Saint Maarten, Turks and Caicos Islands and United States Virgin Islands.

<sup>5</sup> A/74/6 (Sect. 21), para. 21.5.

<sup>6</sup> See JIU/NOTE/2013/2.

Nations system and those outside, the division of labour within the region, and the adequacy of its management and administration processes, governance and organizational structure to support the implementation of sustainable development at the regional and national levels in an effective manner. Particular attention will be paid to the steps taken by ECLAC in the context of the current system-wide reforms and repositioning of the United Nations development system.

## C. Methodology

15. The methodology applied in the review combines qualitative and quantitative approaches for data collection and analysis. JIU follows a collaborative approach with its stakeholders, seeking comments and suggestions during the review process, which includes, *inter alia*:

(a) The preparation of preliminary terms of reference, which are subsequently updated in accordance with the outcomes of meetings with relevant stakeholders, including representatives of member States;

(b) A desk review of the documentation of the relevant governing bodies, mainly the General Assembly, the Economic and Social Council and the different ministerial meetings in the region, including governance reports and decisions;

(c) A desk review of internal policies in the form of organizational directives, administrative instructions and other relevant internal documents;

(d) A questionnaire for member States of the Latin American and Caribbean region on the value of ECLAC;

(e) A questionnaire for ECLAC management.

16. Visits were carried out to New York, where the JIU team conducted preliminary consultations, interviews and focus groups with member States and relevant officers of the United Nations; and, subsequently, Mexico City, Santiago, Port of Spain and Guatemala City, where interviews were held with the Executive Secretary of ECLAC, senior managers and other personnel in charge of the main administrative, management and oversight functions at the headquarters and subregional offices of ECLAC. The JIU team also conducted interviews with other stakeholders and partners of ECLAC, including representatives of national governments and institutions benefiting from ECLAC operational activities, such as universities and national banks.

17. With a view to oversight efficiency and to avoid duplication, the Inspectors take into consideration other recent oversight reports. In accordance with article 11 (2) of the statute of the JIU, the present report has been finalized after consultation among the Inspectors so as to test its conclusions and recommendations against the collective wisdom of the Unit.

18. Annex II of the report contains a table specifying whether the recommendations require a decision by the organization's legislative or governing body or can be acted upon by the organization's executive head.

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

## II. Governance

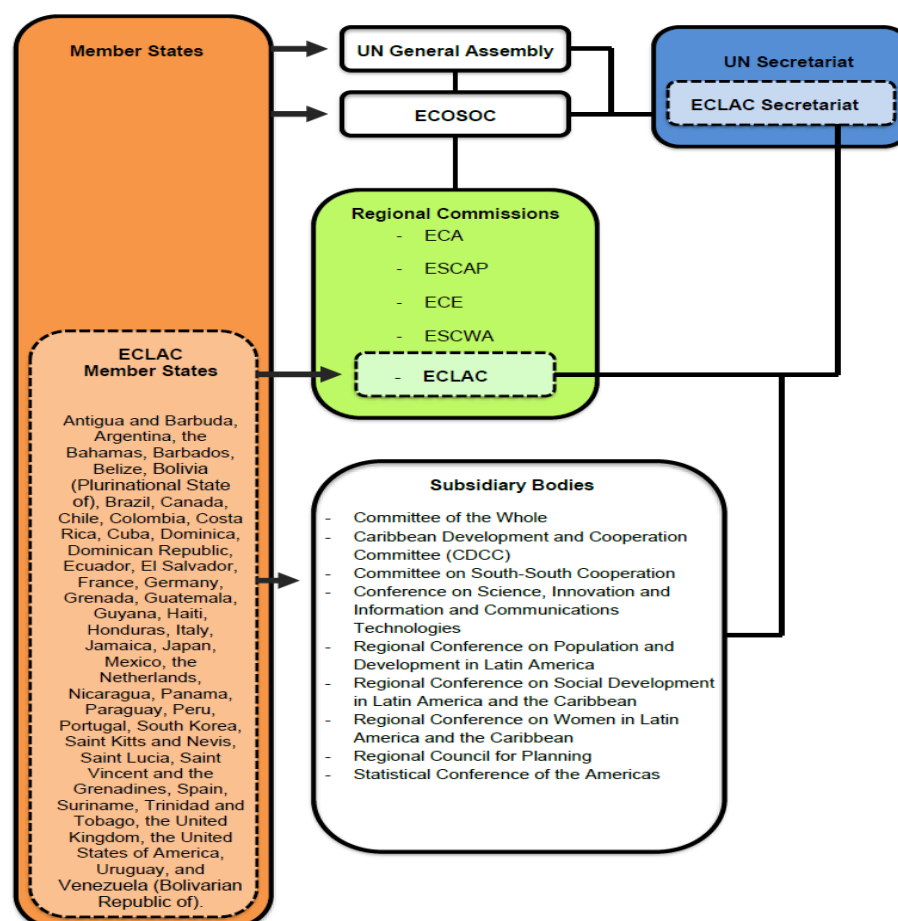
### A. Governance and oversight mechanisms

20. In order to differentiate the governing body from its secretariat in the context of the report, the term “Commission” is used to refer to the ECLAC regional governing body, while the term “ECLAC” is used to refer to the secretariat of the Commission.

21. The terms of reference of the Commission were adopted at the sixth session of the Economic and Social Council,<sup>7</sup> which is responsible for its general supervision. The Commission is empowered to make recommendations on any matters within its competence directly to the Governments of members States and associate members.

22. The mandates of ECLAC derive from the decisions and resolutions of the Commission, the Economic and Social Council and the General Assembly. Member States and associate members exercise corporate governance at the regional level through their participation in the sessions of the Commission, which meets once every biennium, providing strategic guidance and exercising oversight of the work of its secretariat. In turn, ECLAC management brings key issues to the attention of the Commission in order to facilitate the decision-making process, implement decisions and provide efficient secretariat services to the Commission and the relevant subsidiary bodies.

Figure I  
ECLAC governance structure



<sup>7</sup> 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. See ECLAC, “Terms of reference and rules of procedure of the Economic Commission for Latin America and the Caribbean” (Santiago, 2018).

23. At the sessions of the Commission, ECLAC presents member States and associate members with two reports; one on the activities undertaken in the past biennium and another on technical cooperation. In addition, ECLAC presents its proposed programme of work for the following period for the consideration of the Commission. The session of the Commission enables oversight by the Governments of the member States, which examine the secretariat's report on the Commission's activities and thus apprise themselves of the work accomplished by ECLAC during the preceding period. The session is the most important meeting of the Commission. It serves as a forum for the consideration of pressing development issues for the countries of the region as well as an opportunity to review the progress achieved. In the most recent session (i.e. the thirty-seventh session, held in Havana from 7 to 11 May 2018), the Commission focused on a position paper presented by ECLAC on the inefficiency of inequality,<sup>8</sup> drawing attention to the urgent need for a political breakthrough to overcome the region's economic lag compared with the rest of the world.

24. ECLAC serves as the secretariat of the Commission's subsidiary bodies listed below. These subsidiary bodies provide additional insight for member States and associate members into the work, policy recommendations and proposals of ECLAC on specific areas of activity.

(a) The Committee of the Whole is the body that reviews and adopts the annual programme of work of ECLAC in the years when the Commission does not hold its sessions. At its thirty-fourth session (October 2019) the Committee of the Whole reviewed and approved the Commission's work programme for 2021 and analysed the prospects for sustainable development in the region;

(b) The Committee on South-South Cooperation is the body tasked with strengthening international cooperation for development, including South-South, North-South, triangular and multilateral cooperation. It meets every two years during the Commission's sessions. During its most recent meeting, held in May 2018, the Committee underlined that, beyond per capita income, the calculation of structural gaps was a valuable tool for measuring and visualizing development levels. The Committee also considered the creation of a network for the implementation of the 2030 Agenda in the region, with the objective of strengthening South-South cooperation and the institutional and technical capacities of the Governments of the region;

(c) The Caribbean Development and Cooperation Committee was established in 1975, pursuant to ECLAC resolution 358 (XVI), to promote and strengthen economic and social cooperation and integration among the countries of the Caribbean and to promote cooperation between them and the countries and integration processes of Latin America and the Caribbean. The Committee meets every two years, while its monitoring committee meets every year. At its twenty-seventh session (April 2018), a task force to further advance the debt for climate adaptation swap initiative, described in subsequent paragraphs, was established. The Committee also passed resolutions to enhance capacity-building in disaster assessment and resilience-building strategies in the Caribbean;

(d) The Regional Conference on Women in Latin America and the Caribbean encourages gender equity in the countries of the region by bringing together the authorities with responsibility for issues relating to the situation of women. The Conference meets periodically, at intervals of no more than three years. The fourteenth session of the Regional Conference on Women in Latin America and the Caribbean (January 2020) focused on promoting accessibility to financial systems and good-quality health services, and sexual and reproductive rights for women, and insisted on the importance of systemic change in the approach to migration to reduce the vulnerabilities of women;

(e) The Regional Council for Planning guides and oversees the activities of the Latin American and Caribbean Institute for Economic and Social Planning. The Council meets every other year. Its most recent meeting was held in August 2019;

(f) The Statistical Conference of the Americas contributes to the progress of policies on statistics and statistical activities in the countries of the region. It promotes

<sup>8</sup> *The Inefficiency of Inequality* (United Nations publication, Sales No. E.18.II.G.11).

international, regional and bilateral cooperation among national statistical offices and international and regional agencies. The Statistical Conference of the Americas meets every other year. Its most recent meeting was held in November 2019;

(g) The Regional Conference on Population and Development in Latin America and the Caribbean. In 2012, pursuant to ECLAC resolution 670 (XXXIV), the Ad Hoc Committee on Population and Development of the Economic Commission for Latin America and the Caribbean was renamed the Regional Conference on Population and Development in Latin America and the Caribbean. The Conference focuses on monitoring and reviewing issues relating to population and development, international migration, indigenous peoples and Afrodescendent populations, and ageing. It meets periodically, at intervals of no more than three years. Its most recent session was held in August 2018, during which it examined the implementation of the Montevideo Consensus on Population and Development and considered the establishment of a virtual platform for regional follow-up to the Montevideo Consensus;

(h) The Conference on Science, Innovation and Information and Communications Technologies was established in 2012 pursuant to ECLAC resolution 672 (XXXIV) and Economic and Social Council resolution 2012/35. Its objectives include promoting the development and improvement of national policies on science, technology and innovation and those related to the progress of the information and knowledge society. The Conference should hold annual meetings and prepare a biennial programme of regional and international cooperation activities.<sup>9</sup> However, it has not shown the same level of activity as the other subsidiary bodies of ECLAC; the most recent meeting of the Conference was held in 2016 (i.e. the second session, which was held on 12 and 13 September 2016 in San José). In addition, the report from ECLAC to the second meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development (2018) on the activities of its subsidiary bodies<sup>10</sup> does not include any reporting from the Conference on Science, Innovation, Information and Communications Technologies. Furthermore, no reporting from the Conference to the third meeting of the Forum (2019) could be found. However, ECLAC serves as the technical secretariat of the Digital Agenda for Latin America and the Caribbean (i.e. eLAC2020), which was adopted in 2018 by the Ministerial Conference on the Information Society in Latin America and the Caribbean;<sup>11</sup>

(i) The Regional Conference on Social Development in Latin America and the Caribbean was established in 2014 pursuant to ECLAC resolution 682 (XXXV) and Economic and Social Council resolution 2014/32. Its objectives include promoting the development of national policies on social development and international, regional and bilateral cooperation in the field of social development, in order to examine multidimensional poverty and make progress on poverty measurement, inequality and structural gaps. It meets every other year. Its most recent meeting was held in October 2019.

25. ECLAC is also subject to internal oversight through the audits, evaluations and reviews of the Office of Internal Oversight Services (OIOS), the external audit of the Board of Auditors and the reports of JIU.

## **B. Mandate and programme of work**

26. The mandate of the Commission includes the social aspects of economic development and the interrelationship between the economic and social factors. Through

<sup>9</sup> ECLAC resolution 672 (XXXIV), annex, I, paras. 2 (c) and 4.

<sup>10</sup> See ECLAC, "Report of the ECLAC subsidiary bodies to the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, May 2017 to April 2018" (Santiago, 2018). Available at <https://repositorio.cepal.org/handle/11362/43379>.

<sup>11</sup> The Agenda proposes the use of digital technologies as instruments of sustainable development. See ECLAC, "Report of the Sixth Ministerial Conference on the Information Society in Latin America and the Caribbean: Cartagena de Indias (Colombia), 18-20 April 2018" (Santiago, 2018). Available at [https://repositorio.cepal.org/bitstream/handle/11362/44297/1/S1800304\\_en.pdf](https://repositorio.cepal.org/bitstream/handle/11362/44297/1/S1800304_en.pdf).



the adoption of a programme of work, including a calendar of conferences, by the Commission (every other year) or the Committee of the Whole (in the years that the Commission does not meet), member States and associate members establish the mandates that will guide the Commission's future work.

27. The mandate of ECLAC has been described in previous JIU reviews. However, it is worth mentioning that, while the terms of reference of ECLAC explicitly include the social aspects of economic development,<sup>12</sup> they do not make any reference to the environmental aspects. It is widely acknowledged that these three factors – economic, social and environmental – are intrinsically linked and many studies directly relate environmental issues, such as climate change, with social and economic development. Furthermore, the work of the Economic and Social Council is focused on the three dimensions of sustainable development – namely, the economic, social and environmental.

28. The Latin American and Caribbean region already suffers from the effects of climate change. The Caribbean and Central America are the two subregions most vulnerable to the effects of natural disasters within the region. Specifically, the small island developing States of the Caribbean are often affected by the consequences of climate change. It is worth noting that the Commission, the Economic and Social Council and the General Assembly have all entrusted ECLAC with mandates regarding the environmental dimension of sustainable development. Furthermore, the environmental dimension has been part of previous ECLAC studies and activities, making it de facto part of its core mandate. Different position papers issued by ECLAC sustain that climate change is linked to the existence of unsustainable production and consumption patterns based on intensive fossil fuel use. ECLAC, in its position document on equality at the centre of sustainable development,<sup>13</sup> proposed an environmental breakthrough based on investments in strategic sectors to reactivate growth and promote a low-carbon development path. ECLAC argues that this environmental breakthrough is therefore the driving force behind a new development model with sustainability and equality at the centre. Moreover, the inclusion of the environmental dimension in the mandate of ECLAC has been endorsed by member States through the adoption of different programmes of work, including its most recent in 2020. Nevertheless, there are already entities in the region providing environmental governance, such as the Forum of Ministers of the Environment of Latin America and the Caribbean, an intergovernmental regional mechanism that provides relevant inputs and contributions to higher level forums. The Latin American regional office of the United Nations Environment Programme (UNEP) acts as secretariat to the Forum. It is supported by a technical committee composed of UNEP, the United Nations Development Programme, ECLAC, the Inter-American Development Bank (IDB) and the World Bank.

29. An example of the environmental engagement of ECLAC is provided by the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean (Escazú Agreement),<sup>14</sup> which is a significant regional achievement, contributing to the protection of the right of every person to live in a healthy environment and to sustainable development. It is the first regional environmental treaty of Latin America and the Caribbean to guarantee the effective implementation of the rights of access to environmental information, public participation in the environmental decision-making process and access to justice in environmental matters (principle 10 of the Rio Declaration on Environment and

<sup>12</sup> ECLAC, "Terms of reference and rules of procedure of the Economic Commission for Latin America and the Caribbean", para. 1 (f): "In carrying out the above functions, deal as appropriate with the social aspects of economic development and the interrelationship of the economic and social factors."

<sup>13</sup> *Horizons 2030: Equality at the Centre of Sustainable Development* (United Nations publication, Sales No. E.16.II.G.11).

<sup>14</sup> Adopted at Escazú, Costa Rica, on 4 March 2018. The Agreement was opened for signature on 27 September 2018 at United Nations Headquarters. To enter in force, the Agreement must be ratified by 11 of the 33 countries of the region by 26 September 2020. To date, 22 countries have signed the Agreement and 9 countries have ratified it, namely: Antigua and Barbuda, Bolivia (Plurinational State of), Ecuador, Guyana, Nicaragua, Panama, Saint Kitts and Nevis, Saint Vincent and the Grenadines and Uruguay.

Development). ECLAC provided support for the preparation of the Agreement and it will monitor its implementation.

### **Programme of work**

30. The Commission intends, through the implementation of its programme of work, to pursue goals shared by all the regional commissions, such as: to support the development pillar of the United Nations; to foster economic integration at the subregional and regional levels; to support member States in the implementation of the 2030 Agenda and the Addis Ababa Action Agenda; and to facilitate sustainable development by helping to bridge economic, social and environmental gaps between and among countries in the region and the industrialized economies.

31. The mandate of ECLAC guides its programme of work, which is broken down into 13 interdependent and complementary subprogrammes (described below). The subprogrammes are implemented through an integrated and multidisciplinary approach. The Inspectors were informed by ECLAC senior management and representatives of member States that ECLAC conducts regular consultations with Governments to assess their needs and priorities as a starting point for the preparation of its programme of work. These consultations take place through the sessions of the Commission, the Committee of the Whole and its subsidiary organs, and through dialogue between ECLAC senior staff and technical officers in the countries of the region. Such consultations lead to the provision of technical cooperation activities. Internally, ECLAC senior management conducts regular strategic planning meetings with substantive divisions to define the priorities of the programme of work and the goals to be achieved.

32. The Inspectors, through an analysis of the questionnaire sent to member States, noted that the latter were “highly satisfied” with the support received and the services rendered by ECLAC. This view was confirmed during interviews and focus group meetings. This feedback is consistent with the conclusions drawn in the previous JIU review. At the thirty-seventh session of the Commission, member States noted with satisfaction the report on the activities of ECLAC and underlined the wide-ranging outcomes achieved in the different areas of work, commending in particular its results-based approach and capacity to respond to the needs of the region.

### **Approval of the proposed programme budget**

33. In the responses provided to the questionnaire, ECLAC management indicated that the resolutions adopted by the Commission were not always fully recognized by the General Assembly, including its administrative machinery, and the Economic and Social Council as mandates to be implemented by the Commission. ECLAC management stated that there was a need for the resolutions of the Commission to be recognized as fully fledged mandates. In this regard, the Inspectors noted a disconnect between the preparation and approval of the annual programme of work by the Commission or the Committee of the Whole, which review and adopt the annual programmes of work but play no role in the allocation of resources, and the approval of the proposed programme budget, which is the responsibility of the General Assembly through its relevant committees. Governance responsibilities are split to some extent between the Commission (and the Committee of the Whole), which focuses on substantive and programmatic issues, and the General Assembly, including its administrative machinery, which decides on budget proposals.

34. Regulation 4.8<sup>15</sup> stipulates that the programmes and subprogrammes of the proposed strategic framework shall be reviewed by the relevant sectoral, functional and regional intergovernmental bodies prior to their review by the Committee for Programme and Coordination, the Economic and Social Council and the General Assembly. Ideally, the programme of work approved by the Commission, or the Committee of the Whole, should include all relevant mandates and the related financial implications thereof. These should also be part of the budget submission to be considered and approved by the Economic and Social Council and the General Assembly. However, the focus on strict timelines, which

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<sup>15</sup> See ST/SGB/2018/3.

are not synchronized with the approval of the programme of work by the Commission, and the application of stringent financial and budgetary criteria by the Secretariat when formulating budget proposals make it difficult for ECLAC to capture in its budget the regional needs that arise, jeopardizing the fulfilment of mandates that do not have specific allocated resources.

35. There is no simple solution to this issue; in the view of the Inspectors, it is a matter of consistency between the timely identification and capture of regional needs by ECLAC and the Secretariat, and the support provided by member States and donors. The obvious consequence is that the budget may not fully reflect the approved programme of work; this is particularly significant in a results-based management scenario. It is also a persistent issue, which was identified in the 2012 JIU review by the Inspectors, who stated that the representatives of member States recognized that they alone had the 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 were not accurately captured by the budget process of the United Nations.<sup>16</sup>

36. Furthermore, the Secretary-General has confirmed the need to improve current budgetary procedures within the Secretariat. He identified a protracted cycle with fragmented documentation that did not allow for a strategic assessment of the Organization's programme of work and proposed the streamlining and improvement of the planning and budgetary processes to better support decision-making and increase the transparency of information.<sup>17</sup>

37. The new annual budget cycle of the Secretariat offers an opportunity to minimize this issue given that the determination of regional needs must now be done on an annual basis; the cycle is shorter and closer to implementation periods, thus a higher degree of certainty and accuracy may be expected with more frequent opportunities to respond to requests for services. **The Inspectors are of the opinion that ECLAC, as the link between the Commission, the Economic and Social Council and the Secretariat, needs to ensure that its budget contains all the necessary programmatic elements to reflect the Commission's mandates, as well as the anticipated requests for services and support from the member States and associate members.**

## C. 2030 Agenda

38. The JIU team carried out a desk review exercise to look into the contribution of ECLAC to the 2030 Agenda and the support provided to the countries and territories of the region. The team concluded that, since the adoption of the 2030 Agenda in 2015, ECLAC had provided valuable support to countries in Latin America and the Caribbean concerning its implementation and follow-up. ECLAC argues that integration and regional cooperation are the foundations for successful implementation of the 2030 Agenda, allowing countries to jointly address economic and transboundary issues that affect the implementation of the Sustainable Development Goals, with a focus on several pillars for action:

(a) Developing and strengthening regional and national institutions to promote policy coherence and the integration of the three dimensions of sustainable development, including observatories on gender equality, planning and energy;

(b) Mainstreaming the Sustainable Development Goals into national planning and national budgets, ensuring policy and institutional coherence, consistency and coordination;

(c) Strengthening the capacity of member States to collect, process, analyse and disseminate data, statistics and indicators;

(d) Analysing and promoting innovative avenues for the means of implementation, taking into consideration regional and subregional specificities in financing, technology and trade;

<sup>16</sup> JIU/NOTE/2013/2, para. 17.

<sup>17</sup> A/74/852, para. 1.

(e) Generating spaces for multi-stakeholder dialogue and knowledge-sharing among Governments, businesses and citizens, and enhancing coordination with the United Nations system, regional entities and a diverse range of stakeholders.

### **Forum of the Countries of Latin America and the Caribbean on Sustainable Development**

39. In May 2016, the Commission adopted resolution 700 (XXXVI) establishing the Forum of the Countries of Latin America and the Caribbean on Sustainable Development. The Forum is a regional mechanism to follow up and review implementation of the 2030 Agenda, including the Sustainable Development Goals and their targets and means of implementation, including the Addis Ababa Action Agenda.

40. The objective of this multi-stakeholder Forum, which annually convenes, under the auspices of ECLAC, member States, organizations of the United Nations system, regional and subregional organizations, international financial institutions, the private sector and representatives of civil society, is to generate a regional platform for peer-learning and exchange, enabling the countries of the region to share experiences and good practices.

41. The Forum is evolving as the region evolves, adapting its programme to the priorities of the region. For instance, the first meeting of the Forum, which was held in 2017, included a peer-learning platform exchange in which participants shared their insights on developing institutional mechanisms to follow up the 2030 Agenda and addressing gaps in capacities and data for measuring implementation of the Sustainable Development Goals in the region. At the second meeting, member States commended the work carried out by ECLAC during its 70 years of existence and its continued efforts to support country-led processes. The meeting also included a segment on continuity in the implementation of the 2030 Agenda. The third meeting of the Forum sought to provide an opportunity for the countries of the region to reflect upon the policies needed to achieve the 2030 Agenda based on the experiences gathered during the first cycle of the high-level political forum on sustainable development.

42. In 2017, the Forum, including three side events, was attended by 800 participants; in 2018, the Forum convened 1,000 participants and held more than 30 side events; and, in 2019, 1,200 participants took part in its plenary and more than 50 side events were organized, which speaks to the increasing relevance of the event in the region. In the view of the Inspectors, the open participation of the regional representatives of the United Nations – including resident coordinators of countries in the region, and its funds, programmes and specialized agencies – in the regional forums is an important step in addressing the entrenched question of regional coordination while informing the national level.

### **Realignment of the programme of work with the Sustainable Development Goals**

43. In addition to the above-mentioned initiatives intended to reshape the governance architecture of the region in the context of the 2030 Agenda and as a consequence of the establishment of the Forum, ECLAC has realigned its programme of work with the Sustainable Development Goals. In this regard, a restructuring was proposed in the strategic framework of ECLAC for 2018–2019, namely the integration of subprogramme 4 (financing for development) in subprogramme 3 (macroeconomic policies and growth). This was also a response to the increasing demands from member States for analysis and policy proposals to tackle the new challenges posed by the 2030 Agenda.

44. The integration of the two subprogrammes has allowed the Commission to increase capacity to design new macroeconomic policies — fiscal, monetary and financial — geared towards mobilizing domestic and external resources in line with the goals and targets outlined in the 2030 Agenda, in particular Goal 8 on promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all and Goal 17 on strengthening the means of implementation and revitalizing the global partnership for sustainable development. It has also facilitated the introduction of new areas of work that arise from the Addis Ababa Action Agenda, namely illicit financial flows, tax coordination and transfer pricing, among others. In this regard, ECLAC claims that the

integration of the two subprogrammes has generated synergies and efficiencies that facilitate a better response to the demands of member States.

45. An analysis of the relevant subprogrammes and multiple interviews held with ECLAC senior management, including the heads of the subprogrammes, showed an alignment of those subprogrammes with the 2030 Agenda. In terms of the importance of individual goals in the subprogrammes, the following are the most important: Goals 17, 8, 10 and 16. Of the 13 subprogrammes, 8 are aligned with Goal 17 and Goal 8, 7 with Goal 10, and 6 with Goal 16. The figure below illustrates the alignment of the subprogrammes with the 17 Sustainable Development Goals.

Figure II

**Sustainable Development Goals accorded greater priority in programming**



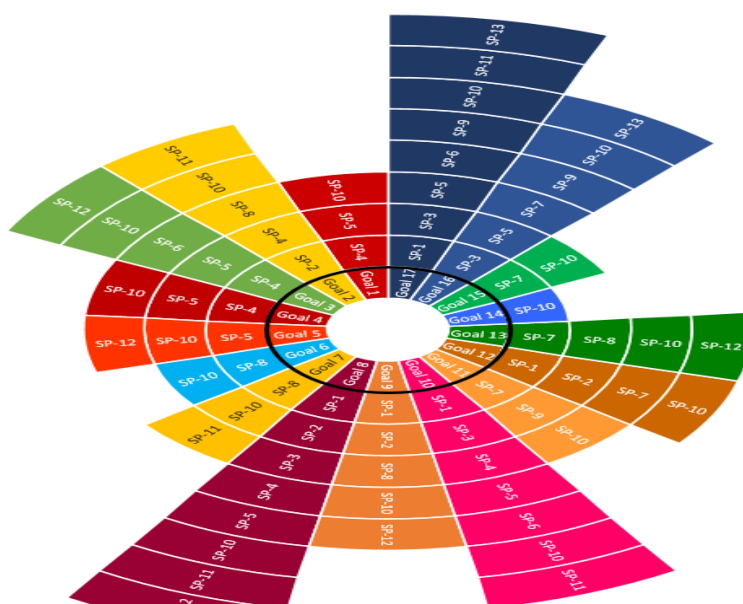
**Sustainable Development Goals accorded less priority in programming**



46. Those Sustainable Development Goals accorded less priority in the subprogrammes include Goal 14, which is addressed in only one subprogramme, and Goals 15 and 6, which are addressed in only two subprogrammes. It should be noted that elements of the 2030 Agenda are integrated, multilevel and interdependent, which means that the advances made under some goals may contribute to advancing other goals.

Figure III

**Alignment of subprogrammes (subprogrammes 1–13) with the Sustainable Development Goals (Goals 1–17)**



Source: A/74/6 (Sect. 21), p. 5.

47. At the thirty-seventh session of the Commission, member States welcomed the programme of work, recognizing that the priorities of ECLAC for 2020 reflected the

required alignment with and adaptation to the 2030 Agenda and the Sustainable Development Goals.<sup>18</sup>

48. The Inspectors acknowledge as good practice the mechanisms to capture the needs and priorities of member States of the region in implementing the Sustainable Development Goals (i.e. the Forum of the Countries of Latin America and the Caribbean on Sustainable Development) and recognize the efforts made to align the programming of ECLAC with those goals.

### **Monitoring and reporting on the Sustainable Development Goals**

49. The Inspectors found that the existing regional reporting mechanisms are complex and overlapping. In this regard, it is essential that regional reporting on the progress made in achieving the Sustainable Development Goals be uniform across the different regions and consistent with the global indicator framework (namely, the 231 unique indicators of the 2030 Agenda) to effectively highlight critical gaps and challenges. The indicator framework is refined annually and reviewed comprehensively by the Statistical Commission as methods and data availability improve.

50. The Secretary-General, in his system-wide strategic document<sup>19</sup>, has established that, at the regional level, annual reporting on the system-wide regional results of the United Nations in support of the 2030 Agenda will be coordinated by the regional commissions with the support of the Development Coordination Office. It should be noted that this office is tasked with the managerial and oversight functions of the recently established resident coordinator system and is mandated to respond to the needs and demands of the United Nations country teams and the United Nations Sustainable Development Group.

51. An example of the contribution of ECLAC to the coordination of regional reporting was provided by the preparation of the *Quadrennial Report on Regional Progress and Challenges in Relation to the 2030 Agenda for Sustainable Development in Latin America and the Caribbean*, which was presented at the third meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development. The report takes stock of the achievements made and the challenges faced by the region. The preparation of the quadrennial report, coordinated by ECLAC, was the result of an inter-agency effort involving a large number of funds, programmes and specialized agencies of the United Nations. In the view of the Inspectors this may serve as a good example of regional cooperation among organizations of the United Nations system and as a good practice in the context of reporting on the 2030 Agenda and its 17 Sustainable Development Goals.

52. The statistical work and networks of ECLAC contribute to the global indicator framework. However, this is a work in progress, including on the development and harmonization of regional and national indicators. It is essential that ECLAC continue to coordinate with the agencies, funds and programmes of the United Nations development system to generate a single set of statistics with comparable methodologies. Furthermore, the creation of the network for the strengthening of national capacities for the implementation and monitoring of the 2030 Agenda in Latin America and the Caribbean is another example of the contribution and activities of ECLAC to implement the 2020 Agenda. At their third meeting (April 2019), the members of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development welcomed the creation of the network.

53. However, new mandates and tasks need to be properly resourced, particularly when the capacities of the regional commissions are currently insufficient to meet the increased demand for statistical support, as confirmed by OIOS in its thematic evaluation of the regional commissions.<sup>20</sup> According to the OIOS report, the regional commissions do not have enough capacity to address the ever-broader range of statistical needs emanating from the 2030 Agenda. Across all five regional commissions, the major obstacle identified in

<sup>18</sup> See ECLAC resolution 728 (XXXVII).

<sup>19</sup> A/75/79-E/2020/55, para. 43.

<sup>20</sup> E/AC.51/2017/8, para. 38.

providing effective and reliable support to Member States in connection with the 2030 Agenda was the insufficient capacity to address key statistical needs and the lack of resources to respond appropriately. The Inspectors share the concerns expressed in the OIOS report.

54. According to the advanced version of the Secretary-General's proposal,<sup>21</sup> Sustainable Development Goal gateways will be developed in all regions in an effort to provide consolidated data on progress at the regional level, acting as one-stop shops for data on the goals. The gateways, which are United Nations inter-agency knowledge and data platforms on the implementation and measurement of the Sustainable Development Goals, will consolidate existing capacities around data and statistics, communicate developments on measuring the goals in each region and disseminate consistent data at the regional and global levels. The gateway in Latin America and the Caribbean will be coordinated by ECLAC and supported by a steering committee. It will be open to country teams, member States and the public.

## D. Caribbean subregion

55. ECLAC serves the needs of the Caribbean subregion through, inter alia, the implementation of mandates from the Caribbean Development and Cooperation Committee. The subregional agenda is driven by the 2030 Agenda and by the specific characteristics of small island developing States. While complementary, the two agendas pose slightly different challenges for the countries of the subregion, most of which face a capacity problem to monitor and report on both.

56. In the 2012 JIU review, the Inspectors concluded that ECLAC faced a considerable challenge in activating the participation of the Caribbean subregion in a more inclusive manner. During the thirty-seventh session of the Commission held in 2018, ECLAC launched its Caribbean First strategy and *The Caribbean Outlook 2018*<sup>22</sup> to address the specific and enduring challenges of the Caribbean subregion, which include the following key actions:

- (a) Strategic focus on persistent Caribbean development challenges;
- (b) Raising levels of national and regional advocacy in the search for solutions;
- (c) Giving prominence to discourse on critical Caribbean issues in all ECLAC forums;
- (d) Leveraging financial support and technical assistance for agreed Caribbean priorities;
- (e) Promoting wider Caribbean engagement in ECLAC forums and initiatives.

57. As part of its Caribbean First strategy and in an effort to address the challenges that the Caribbean subregion is facing in accessing finance, the case for addressing the economic and environmental vulnerability of the Caribbean small island developing States must be made. Since the huge debt burden of the Caribbean cannot be ignored, ECLAC has launched a debt swap initiative for climate change and the concomitant establishment of a Caribbean Resilience Fund for climate change adaptation and mitigation. This proposal, which has been presented in several forums, including the Economic and Social Council, has been well received by the World Bank, the Commonwealth Secretariat and the Caribbean member States.

58. Since the launch of the Caribbean First strategy, all meetings of ECLAC subsidiary bodies include an agenda item on the challenges faced by the Caribbean small island developing States. Similarly, during the second and third meetings of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, a dedicated panel on the Caribbean communicated the challenges of the Caribbean countries and

<sup>21</sup> A/75/79-E/2020/55.

<sup>22</sup> Launched in 2018, *The Caribbean Outlook* is a publication prepared by the ECLAC subregional headquarters for the Caribbean with the support of the ECLAC Economic Development Division.

outlined their economic, social and environmental vulnerabilities, which continued to pose obstacles to their development. ECLAC also held peer-learning sessions on the challenges posed by the implementation of the 2030 Agenda in the Caribbean

59. During 2018, ECLAC provided support to Caribbean countries by delivering technical assistance through the identification of the achievements, gaps, resource needs and remaining challenges in securing sustainable development. In preparation for the midterm review of the SIDS Accelerated Modalities of Action (SAMOA) Pathway held in New York in September 2019, pursuant to General Assembly resolution 72/217, the Caribbean countries signed the San Pedro Declaration aiming to facilitate sustained focus on addressing the sustainable development challenges faced by Caribbean small island developing States.

60. An analysis of programme resources shows that the regular budget resources allocated to the activities carried out by the ECLAC subregional headquarters for the Caribbean represent 12.8 per cent (i.e. \$4,199,300)<sup>23</sup> of the total programme resources and that the subregional activities in the Caribbean rank among the top three subprogrammes when considering the amount of resources allocated at the subprogramme level. The subregional headquarters receives additional support from ECLAC headquarters on cross-cutting and administrative matters, while the subregional headquarters in Mexico provides support to other countries in the Caribbean (i.e. the countries of Central America, Cuba, the Dominican Republic and Haiti).

61. The Inspectors welcome the initiatives launched in the context of the Caribbean First strategy. However, the long-awaited strategy should translate into specific results, which should be monitored and reported on regularly to the Commission.

#### **Recommendation 1**

**The Executive Secretary of ECLAC should monitor and report on the impact and specific results achieved by the Caribbean First strategy as part of regular reporting to the Commission.**

<sup>23</sup> Estimate before recosting for 2020. See A/74/6 (Sect. 21).



### III. Organizational structure and executive management

#### A. Organizational structure

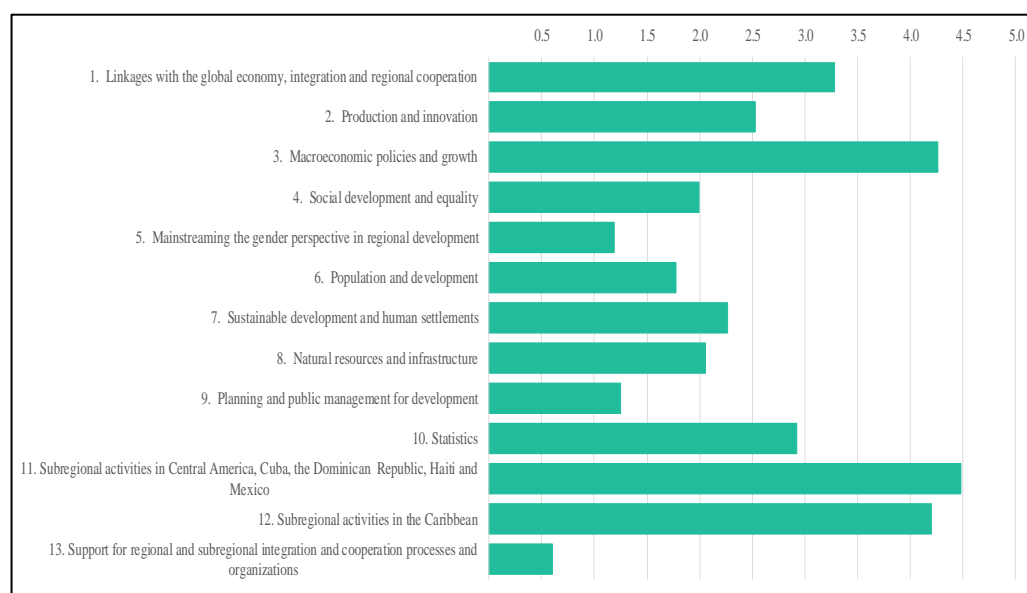
62. ECLAC is a department of the Secretariat and its organizational structure was initially defined in Secretary-General bulletin ST/SGB/2000/5. However, organizational changes have taken place since the initial structure was established and ECLAC is currently structured around 13 divisions responsible for the implementation of their respective subprogrammes, including those of two subregional headquarters, as listed below. Annex I contains the organizational chart and post distribution of ECLAC for 2020. The different subprogrammes included in the programme of work were established as a result of mandates entrusted to ECLAC by the Commission, the Economic and Social Council and the General Assembly.

63. The subprogrammes are:

1. Linkages with the global economy, regional integration and cooperation;
2. Production and innovation;
3. Macroeconomic policies and growth;
4. Social development and equality;
5. Mainstreaming the gender perspective in regional development;
6. Population and development;
7. Sustainable development and human settlements;
8. Natural resources and infrastructure;
9. Planning and public management for development;
10. Statistics;
11. Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico;
12. Subregional activities in the Caribbean;
13. Support for regional and subregional integration and cooperation processes and organizations

64. The breakdown of resources by subprogramme is reflected in the figure below. It should be noted that the organizational structure also includes: public information, publications and web services, the library and additional administrative and support units (i.e. the Programme Planning and Operations Division, the Division of Administration, the Human Resources Section, the Project Management Unit, etc.).

Figure IV  
**Distribution of resources for 2020 by subprogramme**  
(Millions of United States dollars)



Source: A/74/6 (Sect. 21), p. 75.

65. The organizational structure of ECLAC shows a higher number of divisions when compared with other regional commissions.<sup>24</sup> In order to be fit for purpose and better positioned to continue implementing the 2030 Agenda, ECLAC has adapted its programme of work. An example of this is the integration of former subprogramme 4 (financing for development), which focused on the external mobilization of resources, into subprogramme 3 (macroeconomic policies and growth), which occurred in the 2018–2019 biennium, as described above. Another example is provided by the proposed adjustments included in the proposed programme budget for 2021, consisting of an update to the implementation strategies under subprogrammes 1, 2 and 8 to incorporate the thematic area of agriculture under subprogramme 8 (previously under subprogramme 2) and the thematic area of infrastructure under subprogramme 1 (previously under subprogramme 8), in accordance with ECLAC resolution 736 (PLEN.34).

66. Through a closer analysis of the objectives of the subprogrammes, as included in its programme budget for 2020, the Inspectors perceived a degree of overlap between subprogramme 13 (support for regional and subregional integration and cooperation processes and organizations) and subprogramme 1 (linkages with the global economy, integration and regional cooperation). However, ECLAC, in its final comments on the present review, indicated that, while both subprogrammes promote regional and subregional integration and cooperation, the focus of subprogramme 13 is on using the multilateral spaces provided by the ECLAC intergovernmental subsidiary bodies, in particular the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, the meetings of the Community of Latin American and Caribbean States, the Central American Integration System (SICA) and other regional and subregional integration mechanisms to promote dialogue and peer-learning among the countries of the region for the implementation of the 2030 Agenda. Subprogramme 13 also provides support to subregional and regional organizations by promoting coordination, cooperation and contributing to convergence processes when the Commission's participation is required. However, technical assistance is a key component of subprogramme 1 in the promotion of regional integration, intraregional trade and the linkage of these with the

<sup>24</sup> For example: the Economic and Social Commission for Western Asia has seven divisions in addition to its Centre for Women; the Economic and Social Commission for Asia and the Pacific has eight divisions; the Economic Commission for Africa has nine divisions; and the Economic Commission for Europe has eight substantive subprogrammes.

global economy to improve the capacity of member States of the region to cooperate and participate more effectively in global and regional trade. Subprogramme 1 also supports member States in the elaboration and review of policies on logistics at the national and subregional levels. Thus, the Inspectors conclude that, even though both subprogrammes support countries of the region in fostering integration processes, their focus is different.

67. The Inspectors note that the level of resources allocated to subprogramme 13 is the lowest among the subprogrammes, showing a very significant difference when compared with the other subprogrammes and representing only approximately 1.5 per cent (i.e. \$599,200) of the total resources included in the programme of work.<sup>25</sup> Such a level of resources calls into question the existence of subprogramme 13 as an independent subprogramme. Furthermore, an analysis of the activities carried out under subprogramme 13 shows that, for 2020, the subprogramme provides support to subregional and regional organizations through the servicing of meetings and the provision of political advisory services. Its objective is, *inter alia*, to support the strengthening of the activities of the Commission in enhancing regional integration mechanisms and to foster regional cooperation. The subprogramme contributes to the organization of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development. In addition, it assisted in the preparation of the second annual report to the Forum on regional progress and challenges in relation to the 2030 Agenda.

68. In the view of the Inspectors, the activities performed under subprogramme 13 are mainly of a secretarial nature. Furthermore, a more detailed examination of the activities it carries out servicing intergovernmental and expert bodies shows a mix of subjects that seem to fall under the remits of other subprogrammes. For example, in its proposed programme budget for the 2018–2019 biennium,<sup>26</sup> subprogramme 13 included as outputs the servicing of meetings related to various topics as follows: to consider advances in indicators of progress for the 2030 Agenda, which seems to be an output more appropriate for subprogramme 10 (statistics); to discuss and share experiences on regional economic and social policies, which is a subject under the remit of subprogramme 4 (social development and equality); and to ensure progress in the dialogue between two regions with partners from outside the ECLAC region, involving its stakeholders from the business sector and/or civil society, which seems unrelated to the main objective of the subprogramme 13 (i.e. supporting regional and subregional integration and cooperation).

69. Although a detailed substantive analysis of the programme structure is outside the scope of this review, the Inspectors observed that potential synergies could be obtained around different subprogrammes (e.g. subprogrammes 1, 4, 6, 9 and 13) given, *inter alia*, the similarities observed between, for example, the objectives of subprogramme 4 on social development and equality (i.e. to achieve greater social and economic equality in the region and overall well-being of the people of the region with a focus on Sustainable Development Goals 1, 2, 3, 4, 8 and 10) and subprogramme 6 on population and development (i.e. to fully integrate population issues into development planning, policies and programmes of the countries of Latin America and the Caribbean with a focus on Sustainable Development Goals 3, 10 and 17). The Inspectors believe that a review of the current subprogramme structure may provide opportunities for additional efficiencies. They recommend that ECLAC continue to update and optimize its organizational structure in the context of the regular preparation of its programme budget.

## **B. Subregional headquarters and national offices**

70. The Latin American and Caribbean region can be divided into three main areas: the Caribbean, Central America and South America. ECLAC has located a main office in each of these geographical areas. The two subregional headquarters provide support to different geographical and cultural areas; while the office in Port of Spain provides support to some of the French and English-speaking countries and territories of the Caribbean, the office in

<sup>25</sup> A/74/6 (Sect. 21), p. 63.

<sup>26</sup> A/72/6 (Sect. 21), p. 66.

Mexico supports the countries of Central America, Haiti and the Spanish-speaking countries of the Caribbean.

71. It is worth noting that the subregional activities carried out in Central America, Cuba, the Dominican Republic, Haiti and Mexico under subprogramme 11 receive the highest allocation of regular budget resources (i.e. \$4,482,100 in 2020), which represents 13.7 per cent of the total regular resources allocated to the programme of work in 2020. The subregional headquarters in Mexico is staffed with a total of 52 posts (i.e. 25 regular budget posts in the Professional and higher categories and 24 in the General Service and related categories, supplemented by 3 extrabudgetary posts). As indicated previously, the subregional activities undertaken in the Caribbean under subprogramme 12 represent 12.8 per cent (i.e. \$4,199,300) of regular budget resources<sup>27</sup> and the staffing table of the office in Port of Spain shows 38 posts (i.e. 18 regular budget posts in the Professional and higher categories and 18 in the General Service and related categories, supplemented by 2 extrabudgetary posts).

### **Subregional headquarters in Mexico**

72. The subregional headquarters in Mexico is active in interacting with member States in the subregion and with regional and subregional entities (i.e. the Permanent Secretariat of the General Treaty on Central American Economic Integration, SICA and the Community of Latin American and Caribbean States). The support provided on national issues and projects extends to the promotion and support of Latin American integration.

73. The subregional headquarters has participated in some common country assessments as a preliminary step in the subsequent preparation of the relevant United Nations Sustainable Development Cooperation Frameworks. However, its participation in the preparation of the latter is less relevant. The subregional headquarters supported the efforts of El Salvador, Guatemala, Honduras and Mexico to develop a comprehensive plan to address the challenges of migration and worked closely with the SICA Council of Energy Ministers to approve, for the first time, four energy efficiency standards.

74. The subregional headquarters in Mexico has a public information officer responsible for outreach and communications, but the management of social networks is carried out from ECLAC headquarters. There is no formal strategy that clearly defines the roles and responsibilities for outreach and communication for the headquarters, subregional headquarters and national offices.

75. ECLAC has developed a methodology on planning for the implementation of the 2030 Agenda in Latin America and the Caribbean based on the identification of critical nodes and links between the 2030 Agenda and national planning instruments. In the interviews the Inspectors held with representatives of the Government of Guatemala responsible for national planning, the latter expressed their satisfaction with the support received and the value they found in the methodology designed to help them to enhance their national policies on multisectoral strategies to implement the 2030 Agenda and to achieve the Sustainable Development Goals.

76. The Inspectors were informed that the delegation of authority to the subregional headquarters in Mexico is limited and does not include authority to procure low value items. Furthermore, the authority delegated to the office in the recruitment process has to be supervised by ECLAC in Santiago, including any administrative actions on Umoja, as a result this may have an impact on the office's ability to operate effectively. In addition, the Inspectors noted the concern expressed by the staff during the interviews and focus groups due to the posts frozen pending the outcome of the Secretary-General's reform.

### **Subregional headquarters for the Caribbean**

77. The subregional headquarters coordinates a subregional version of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, which is now also attended by the relevant resident coordinators. It has also supported countries in the

<sup>27</sup> A/74/6 (Sect. 21), p. 63.

subregion in the preparation of their voluntary national reviews in assessing the progress made in achieving the Sustainable Development Goals. It is also encouraging other countries in the subregion to do so.

78. The subregional headquarters cooperates with other United Nations entities and international organizations (e.g. the International Organization for Migration in the case of Venezuelan migrants). However, its participation in the preparation of United Nations Sustainable Development Cooperation Frameworks in the subregion is very limited.

79. The Inspectors learned that the technical assistance provided by ECLAC for the preparation of national censuses is very important for the countries of the subregion; without the support of ECLAC, this would be a difficult undertaking.

80. The subregional headquarters provides disaster assessment support for the Latin American subregion. In addition to its participation in disaster assessment missions, it provides national capacity-building and coordinates a network of experts.

### **National offices**

81. ECLAC has national offices in Bogotá, Brasília, Buenos Aires and Montevideo and a liaison office in Washington, D.C. The functions of the national offices were initially established by the Secretary-General as follows:<sup>28</sup>

(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;

(c) Undertaking liaison work with various national, interregional and international organizations.

82. A review of the functions undertaken by the national offices shows that the ECLAC national offices are performing as they were designed to do. However, the current reform of the resident coordinator system suggests that the functions need to be re-examined in the context of calls for coordination and unified action at the national level. In the view of the Inspectors, additional benefits could derive from the integration of the activities of the national offices into the respective United Nations Sustainable Development Cooperation Frameworks if available. Furthermore, opportunities for co-location and other efficiency measures could be explored by ECLAC.

### **Recommendation 2**

**The Executive Secretary of ECLAC should prepare, before the end of 2021, an action plan to facilitate coordination and integration of the activities of the national offices in the respective United Nations Sustainable Development Cooperation Frameworks for the countries in which those offices are located.**

## **C. Executive management support and challenges**

83. The Executive Secretary, assisted by two Deputy Executive Secretaries, one of whom is responsible for management, and the staff of her office, is responsible for the overall direction, supervision and management of ECLAC in the implementation of its mandates and programme of work.

84. The Office of the Executive Secretary is responsible for the mainstreaming of cross-cutting issues, such as gender and sustainability, throughout the substantive subprogrammes of ECLAC. It is also responsible, inter alia, for the coordination of the programme of work with other funds, programmes and specialized agencies of the United Nations system in the

<sup>28</sup> ST/SGB/2000/5, para. 7.3.

region, as well as for the coordination of the progress report on the implementation of the 2030 Agenda and the Sustainable Development Goals in Latin America and the Caribbean, including the reports of the meetings of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development.

85. The Programme Planning and Operations Division provides overall coordination, guidance and advice to subprogramme managers concerning: the formulation of the proposed annual programme plan; the report on the activities of the Commission; and the preparation of the annual programme budget. Additionally, the Deputy Executive Secretary for Management is responsible for administrative functions at ECLAC headquarters, the subregional headquarters and the national offices.<sup>29</sup>

86. The Inspectors stressed in the 2012 review the need to further streamline the organizational chart and recommended reducing the number of direct reporting lines to the Executive Secretary so as to reflect the division of labour between the Executive Secretary and her Deputy.<sup>30</sup> The Inspectors note that ECLAC implemented the recommended course of action by establishing a new position (i.e. Deputy Executive Secretary for Management) and reducing the number of positions reporting directly to the Executive Secretary.

87. The Secretariat is undergoing a deep reform of its structures, activities and processes. The Secretary-General's reform is centred around three main aims, namely: to enhance the United Nations' contribution to sustainable development, to ensure more effective capacities to tackle conflict and sustain peace, and to improve the Secretariat's internal management and ability to deliver. In relation to the improvements in management, the Secretary-General has articulated a new management paradigm, proposing measures to: streamline and improve the planning and budgeting processes; delegate managerial authority to programme managers and demand greater accountability for mandate delivery; and change the management and support structures to better support delivery of programmes and provide managers with quality assurance and strategic policy guidance.<sup>31</sup>

88. ECLAC, as a department of the Secretariat, is expected to implement the management reforms. It is within this context that the Inspectors held interviews with ECLAC management who indicated that the main challenges in running the organization in an efficient and effective manner related to the ongoing reform process of the Secretariat. An example is the global service delivery model,<sup>32</sup> which generates great uncertainty in terms of the outcome and its impact on daily operations at ECLAC given the fact that the location for the regional hub for the Americas has not yet been determined. However, ECLAC has already identified affected areas and the associated posts and, as a consequence, some staff are seeking other opportunities and employment stability.

89. In terms of executive management guidance and support provided by Headquarters, ECLAC management indicated that the creation of the Department of Management Strategy, Policy and Compliance and the Department of Operational Support, including the new division of labour between them, had mainly affected the area of human resources management, for which both Departments had responsibilities, and the division of labour between them was not clear, with certain functions overlapping. Regional commissions do not have a dedicated focal point under the new structure. Instead, there is a single entry point for all human resources queries from all entities (the Operational Support and Advisory Service within the Human Resources Services Division of the Department of Operational Support).

90. ECLAC management cited poor administrative support from the Departments, listing delays in responses to messages, excessive reliance on applications for addressing

<sup>29</sup> A/74/6 (Sect. 21), paras. 21.127–21.129.

<sup>30</sup> See JIU/NOTE/2013/2, recommendation 4.

<sup>31</sup> See A/72/492.

<sup>32</sup> At the core of the global service delivery model are the administrative processes that can be delivered independently of location. Those processes offer potential for consolidation. Services that historically were rendered in each duty station separately will be performed for a larger group of clients under shared service arrangements, in so-called hubs, either at the global, regional or single-site level.

service issues,<sup>33</sup> excessive use of new acronyms, information overload and poor service quality. The view of ECLAC management was further confirmed by several officers interviewed who stated that the current reform process, changing organizational elements and key associated procedures at the same time, was having an impact on the management of the organization, which needed to devote considerable amounts of time and energy to learn, communicate and implement the reform processes, therefore redirecting limited resources from substantive work.

91. In addition to the above challenges, the liquidity crisis suffered by the Secretariat at the end of the 2018–2019 biennium, the continuous reduction of ECLAC programme support post and non-post regular budget resources, the changes in the financial structure related to the centralization of overhead funds at Headquarters and the shift from biennial to annual budget cycles are issues affecting the activities of ECLAC. Moreover, information systems and tools are also undergoing an important evolution during this period; the Secretariat is immersed in its transition to cloud computing services with the recent launch of a new email system and new collaborative applications (i.e. Office 365, including Outlook, OneDrive, Teams and SharePoint), which place additional training demands on staff. It is worth noting that the current reform of the development pillar also addresses, inter alia, the regional dimension of development and the resident coordinator system, which also affect ECLAC in different ways.

92. The Inspectors believe that it is too early to determine the real impact of the Secretary-General's reform efforts. However, they have noted that there are too many elements being reformed concurrently, which is compounded by difficult global economic conditions. The challenges reported by the ECLAC management and officers interviewed point to the gaps in the change management approach in the communication and implementation of the various reforms and changes within the Secretariat. Better efforts to communicate and manage the changes would increase the understanding of the implications, align expectations and ensure a smoother implementation of the different phases of the reform.

### **Recommendation 3**

**The Executive Secretary of ECLAC, in consultation with the Secretariat, should devise a change management plan to address the impact of the current reform process on the regional commission's activities and report the relevant results to the Secretary-General and the Commission as part of regular reporting activities.**

<sup>33</sup> iNeed is the online platform used by the Secretariat to provide administrative services to staff. Also known as Unite Service Desk, it provides around-the-clock support for enterprise applications.

## IV. Human resources management

93. The programme budget for 2020 includes 478 regular budget posts, comprising 215 posts in the Professional and higher categories and 263 in the General Service and related categories, which are supplemented by 40 extrabudgetary funded posts.<sup>34</sup> It should be noted that the number of regular budget posts has decreased by approximately 4 per cent since the previous JIU review in 2012. The decrease represents 18 regular budget posts (1 post in the Professional and higher categories and 17 posts in the General Service and related categories). In addition, two extrabudgetary posts have been lost. The vacancy rate at the end of 2019 was 9 per cent.

94. ECLAC is administered in accordance with the Staff Regulations and Rules of the United Nations<sup>35</sup> and is subject to the Standards of Conduct for the International Civil Service, as well as other relevant instruments, such as the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation<sup>36</sup> and the Financial Regulations and Rules.<sup>37</sup>

95. According to senior management, including substantive and human resources management representatives, staff regulations and rules translate into cumbersome procedures; officers interviewed referred to the ongoing revision by the Secretariat of the human resources management policy framework with the aim of simplifying it and streamlining its application. Furthermore, it was also indicated that the Staff Regulations and Rules are not aligned with budget rules, creating certain inconsistencies; for example, while the new budget cycle is determined by the calendar year, starting on 1 January, the staff performance appraisal cycle starts on 1 April each year. This point has been highlighted in several reviews undertaken by JIU, which concluded, *inter alia*, that the alignment of the performance appraisal cycle with the programme budget cycle could facilitate the required alignment of goals.<sup>38</sup> The Inspectors are familiar with the Staff Regulations and Rules and several JIU reports have addressed issues that require an analysis of specific regulations and rules, corroborating the points raised by ECLAC management.

96. The Secretary-General launched a new global human resources strategy<sup>39</sup> and an important exercise to simplify rules took place in 2018; the Secretariat initiated a comprehensive review of the policy framework for the strategic management of human resources in cooperation with the funds and programmes of the United Nations. More than 500 administrative issuances have been reviewed and the corresponding amendments to the Staff Regulations and Rules have been submitted for the consideration of the General Assembly.<sup>40</sup> Unfortunately, this agenda item was not reviewed by the Member States in 2019 and was postponed for further consideration.<sup>41</sup> The Inspectors acknowledge the submission by the Secretary-General of the amendments to the Staff Regulations and Rules with a view to streamlining their application, which is pending consideration by the General Assembly. It is expected that the General Assembly will consider the amendments to the Staff Regulations and Rules in the first part of its resumed seventy-fifth session.<sup>42</sup>

<sup>34</sup> See A/74/6 (Sect. 21), figure 21II.

<sup>35</sup> See ST/SGB/2018/1.

<sup>36</sup> See ST/SGB/2018/3.

<sup>37</sup> See ST/SGB/2013/4/Amend.1.

<sup>38</sup> JIU/REP/2004/8, para. 14.

<sup>39</sup> See A/73/372.

<sup>40</sup> See A/73/378.

<sup>41</sup> The General Assembly decided to defer, initially until the first part of its resumed seventy-third session and subsequently until the first part of its resumed seventy-fourth session, its consideration of the related reports on human resources management (decisions 73/547 B and 74/540 A).

<sup>42</sup> General Assembly decision 74/540 B, "Questions deferred for future consideration".



## A. Mobility and geographical distribution of staff

97. The United Nations relies on a geographically diverse workforce to fulfil its mandate. It is worth noting that geographical distribution within the Secretariat is assessed at the overall level, meaning that individual departments, such as ECLAC, are not expected to be assessed against specific targets established for each of the different geographical groups recognized by the General Assembly.<sup>43</sup> However, the Secretary-General considers that human resources management policies must contribute proactively to greater regional diversity within the workforce.<sup>44</sup> He has included an indicator of regional diversity in the senior managers' compacts to measure progress, from one year to the next, towards achieving greater regional diversity. Heads of departments, offices and missions are encouraged to improve regional diversity by increasing efforts to recruit staff from the regions that have fewer international staff within their entities. Within those regions, the focus is on those countries that are underrepresented and unrepresented, in particular when vacant posts are subject to the system of desirable ranges.<sup>45</sup>

98. Moreover, the system of desirable ranges was established in 1960 in order to measure progress towards a wide equitable geographical distribution of Secretariat staff.<sup>46</sup> The General Assembly, in its resolution 71/263, reiterated its request to the Secretary-General to ensure the attainment of an equitable geographical distribution of staff in all departments and offices and at all levels in the Secretariat. In its report of February 2020,<sup>47</sup> the Advisory Committee on Administrative and Budgetary Questions considered the report on the composition of the Secretariat,<sup>48</sup> recommending that the General Assembly request the Secretary-General to develop a strategy, including measures to achieve equitable geographical representation in the Secretariat, and to report on the progress made to the Assembly at its seventy-fifth session.

99. According to figures provided by ECLAC, Professional and higher categories staff come primarily from Latin America and the Caribbean. Furthermore, an analysis of trends in the geographical distribution of staff shows that it is the only geographical group that has increased its representation since the JIU review of 2012. About 77 per cent of staff in the Professional and higher categories are nationals of the region, representing a 10 per cent increase, while the remaining geographical groups have seen their representation decrease.; 18 per cent are nationals of the Group of Western European and other States and the rest of geographical groups have only marginal representation (i.e. the Asia-Pacific Group and the Eastern European Group account for 1.5 per cent each and the African Group for 2 per cent).

100. The Inspectors note that the geographical distribution of ECLAC Professional and higher categories staff has become more unbalanced since their last review in 2012 despite their recommendations in this respect. The share of staff from the Latin America and Caribbean region has grown by 10 per cent to the detriment of all other regions. **The Inspectors still believe that some additional measures could be taken to recruit qualified staff from other regions with the aim of achieving a more balanced geographical distribution of ECLAC staff.**

101. The same unbalanced situation can be observed if geographical distribution is considered only within the Latin America and Caribbean region. The geographical representation of staff is heavily influenced by the locations in which ECLAC is established, except for Trinidad and Tobago. As can be seen in the figure below, the top five nationalities represented are: Chile, Mexico, Brazil, Argentina and Uruguay. Additionally, 23 member States and associate members of ECLAC, most of them belonging to the Caribbean, are unrepresented.

<sup>43</sup> See [www.un.org/depts/DGACM/RegionalGroups.shtml](http://www.un.org/depts/DGACM/RegionalGroups.shtml).

<sup>44</sup> A/72/492, para. 24.

<sup>45</sup> A/73/372, annex III, para. 2.

<sup>46</sup> General Assembly resolution 1559 (XV), para. 1.

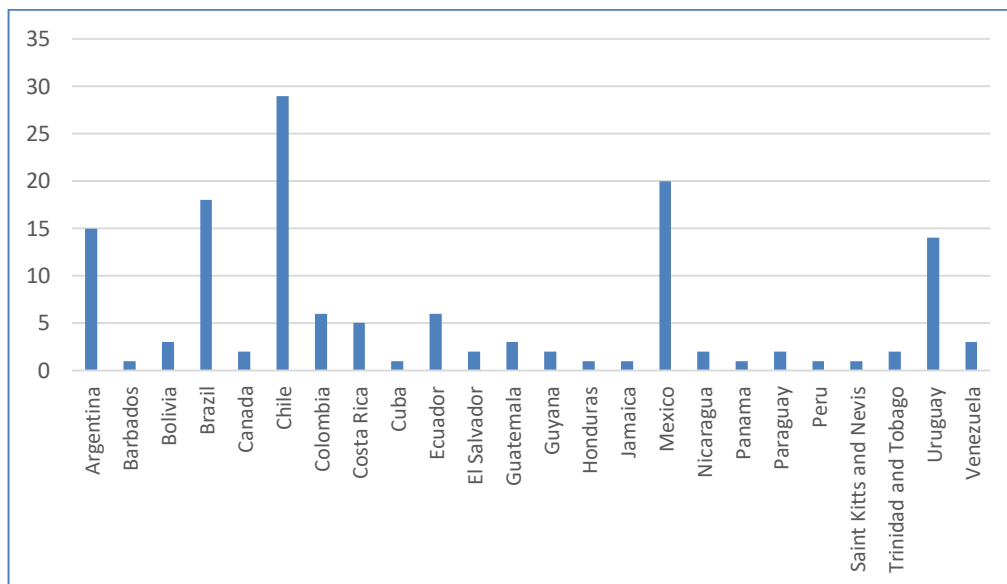
<sup>47</sup> See A/74/696.

<sup>48</sup> See A/74/82.

102. The same unbalanced situation can be observed if geographical distribution is considered only within the Latin America and Caribbean region. The Staff geographical representation of staff is heavily influenced by the locations in where which ECLAC is established, except for Trinidad and Tobago. As it can be seen in the figure below, the top five nationalities represented with the highest number of staff members are: Chile, Mexico, Brazil, Argentina and Uruguay. Additionally, 23 Member member States and associated members of ECLAC,<sup>49</sup>, most of them belonging to the Caribbean, are unrepresented.

Figure V

**Geographical distribution of staff within the Latin American and Caribbean region**



*Note:* Bolivia (Plurinational State of), Venezuela (Bolivarian Republic of).

103. However, the solution to this issue is not straightforward. Several factors jeopardize the achievement of a more balanced geographical distribution of ECLAC staff. First, the absence of an effective mobility policy within the Secretariat has impeded the movement of staff in order to improve the geographical balance; and, second, the reduction of 4 per cent in the number of posts since 2012 has not facilitated new recruitment, which could contribute to a more balanced geographical distribution of ECLAC staff. Furthermore, ECLAC staff tend to have long professional careers and the need to have, inter alia, a good knowledge of the socioeconomic landscape and of the regional institutions of Latin America and the Caribbean, compounded by the real need to be proficient in Spanish at the working level, further complicates a short-term solution to the current unbalanced geographical distribution of staff. Notwithstanding the above factors, ECLAC should make additional efforts to recruit staff from those countries and territories within the region that are unrepresented and underrepresented once the current restrictions on recruitment are lifted. The Inspectors propose that ECLAC consider, inter alia, some of the following actions to overcome the unbalanced geographical distribution of staff: publication of vacancy announcements in local professional media, specialized websites and social media, as well as their dissemination among professional networks in unrepresented and underrepresented countries and territories; targeted recruitment missions and workshops; participation in job fairs, conventions and conferences; and consultations with focal points and/or representatives of unrepresented and underrepresented countries/territories.

104. Despite several attempts, the Organization has not been able to design a mobility policy that works effectively and responds to its needs and those of its staff. As the

<sup>49</sup> The unrepresented member States and associate members are: Antigua and Barbuda, Bahamas, Belize, Dominica, Dominican Republic, Grenada, Haiti, Saint Lucia, Saint Vincent and the Grenadines and Suriname, and Anguilla, Aruba, Bermuda, British Virgin Islands, Cayman Islands, Curaçao, Guadeloupe, Martinique, Montserrat, Puerto Rico, Sint Maarten, Turks and Caicos Islands and United States Virgin Islands.

Secretary-General has stated, the Organization continues to struggle with the challenge of getting people with the right skills to the right place at the right time.<sup>50</sup> Several mobility exercises have been carried out in the past, which have incurred high costs. However, the results regarding efficient geographical mobility of staff have not been seen so far in the view of ECLAC management.

105. The General Assembly, in its resolution 68/265, approved the then refined managed mobility framework, and requested the Secretary-General to submit annual reports and a five-year comprehensive review of the mobility framework at its seventy-third session. However, the Secretary-General decided to pause implementation of the mobility and career development framework in December 2017 in order to reflect on prior efforts to further enhance staff mobility.<sup>51</sup>

106. The mobility review<sup>52</sup> undertaken by the Secretariat has shown, *inter alia*, that a culture of mobility needs to be established across the Secretariat and that different entities and functions within it have different needs in terms of staff mobility. These are the same conclusions reached by JIU in its staff mobility review of 2006,<sup>53</sup> despite the passing of the years. Going forward, the global human resources strategy for 2019–2021 contains, among its proposals, the design of a new mobility system.<sup>54</sup> The details of this new approach to mobility were expected to be presented to the General Assembly for consideration at its seventy-fourth session (2019–2020). However, the General Assembly decided to consider this matter in the first part of its resumed seventy-fifth session.<sup>55</sup>

## B. Gender balance

107. Staff gender balance is an area in which action has been taken since the last JIU review of ECLAC in 2012; however, more needs to be done. Despite overall figures showing 47.3 per cent of male staff and 52.7 per cent of female staff; the underlying gender structure by category and grade needs further attention. The figure below shows the gender distribution by grade for staff in the Professional and higher categories and the General Service and related categories. The Professional and higher categories predominantly comprise male staff (i.e. 58 per cent), while for the General Services and related categories, female staff constitute the majority (i.e. 59 per cent). The Inspectors note a positive evolution in the Professional and higher categories since their last review with a reduction of 7 per cent from 65 to 58 per cent in the number of male staff members. It should be noted that senior management, P-5 grade and above, is still largely formed by male staff despite the efforts made in reducing the imbalance (i.e. male staff representation fell from 81.5 per cent in 2012 to the current 73 per cent). The Inspectors acknowledge the efforts already made and encourage ECLAC to continue taking appropriate actions to address the current gender imbalance of its staff, in particular at the senior level.

<sup>50</sup> A/73/372, para. 2.

<sup>51</sup> See ST/SGB/2016/3/Rev.1, para. 5.1.

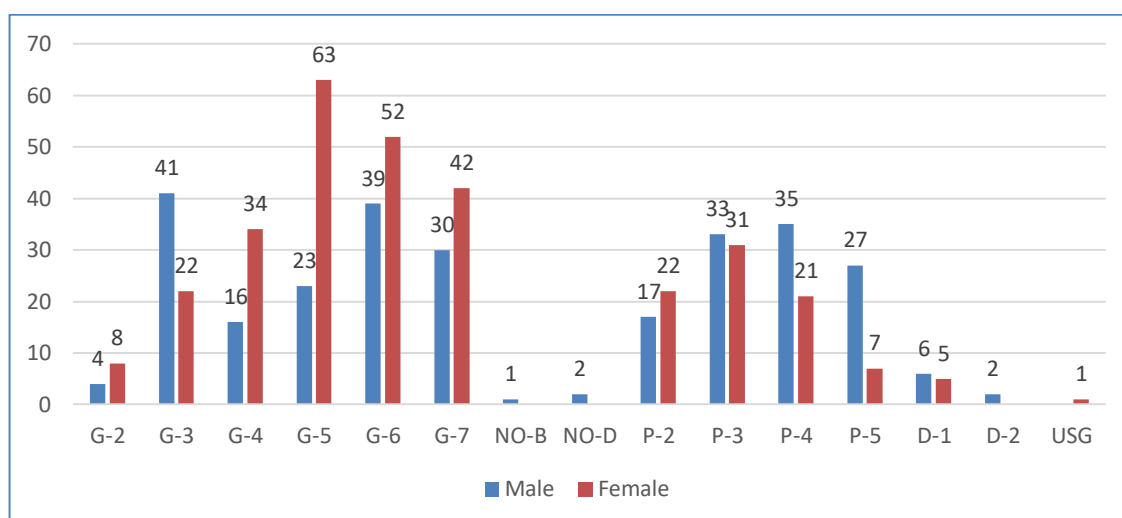
<sup>52</sup> See A/73/372/Add.2.

<sup>53</sup> See JIU/REP/2006/7.

<sup>54</sup> A/73/372, para. 16 (f).

<sup>55</sup> General Assembly decision 74/540 B, “Questions deferred for future consideration”.

Figure VI  
Gender balance by grade



## C. Other issues

### Use of non-staff categories

108. During the 2018–2019 biennium, ECLAC made use of four categories of non-staff personnel, as determined by the Secretariat's human resources policy, namely interns, consultants, individual contractors and United Nations Volunteers.

109. The ECLAC Internship Programme is designed and administered with two main purposes in mind. First, it is aimed at providing young professionals with an opportunity to gain relevant experience and an insight into the work of the organization; and, second, it provides receiving offices with additional capacities and perspectives to respond to their programme needs. During the period between 2018 and 2019, a total of 161 interns were recruited through the Internship Programme.

110. The work performed by ECLAC involves providing specialized technical assistance to Governments, performing research on specific cross-cutting development topics, and organizing and coordinating meeting and studies at the country and regional levels. To perform its work successfully, ECLAC requires the additional capacity and expertise provided by consultants and individual contractors, who complement and support the work performed on a regular basis by regular staff. During 2019, 477 consultants were hired, while the number of individual contractors numbered 229.

111. In 2018, one United Nations Volunteer joined the Office of the Executive Secretary to provide support with the implementation of the 2030 Agenda.

### Staff performance appraisal

112. Staff members are required to uphold the highest standards of efficiency, competence and integrity in the discharge of their functions. Thus, their performance needs to be appraised periodically to ensure that the required standards of performance are met.<sup>56</sup>

113. Regarding the assessment of individual staff performance using the Inspira electronic performance appraisal system, only 46 per cent of staff members were assessed in a timely manner as at the end of the 2018–2019 performance cycle. This is a very low rate of compliance and a recurrent issue that needs to be addressed by ECLAC management.

114. In addition, there is a reported lack of communication between staff members and their respective supervisors within smaller units. According to ECLAC senior management,

<sup>56</sup> See ST/SGB/2018/1, regulation 1.3.

this depends generally on individual management practices and the quality and frequency of communication established by the first and second reporting officers with their respective teams.

115. However, the Inspectors believe that this issue is caused, inter alia, by poor implementation of the current staff performance management system, which is the most important mechanism to facilitate and centre the dialogue between staff and supervisors; poor implementation translates into a lack of communication, which should be addressed by ECLAC management.

116. ECLAC management indicated that the current performance management system had become a bureaucratic tool that neither managers nor staff members trusted and liked to use. As a result, the compliance rates were very low. In the view of the Inspectors, these limitations do not justify the rates of compliance reported by ECLAC. Poor implementation of the staff performance management system was a recurrent issue identified by the Inspectors during several interviews with both managers and staff. The Inspectors note that the development and implementation of a redesigned performance management approach is also included in the global human resources strategy of the Secretary-General for 2019–2021.<sup>57</sup>

117. The Inspectors stress the responsibility of ECLAC senior management to improve compliance with the timely implementation of staff performance appraisals; in their view, the dialogue and agreement on individual workplans between staff and direct supervisors are key and the basis for the successful delivery of programmes.

#### **Recommendation 4**

**The Executive Secretary of ECLAC should ensure that staff performance appraisals are carried out timely, as required for all staff at the end of each performance cycle.**

#### **Staff development and training**

118. ECLAC follows the training strategy established by the Office of Human Resources Management, prioritizing trainings that are aligned with centrally coordinated programmes. However, it has in place a specific training programme on upgrading substantive and technical training and a multidisciplinary training committee approves and prioritizes proposals sent by the divisions. The main areas of focus in training are innovation, data science and big data, gender mainstreaming and knowledge management. ECLAC promotes the use of Lynda.com and online Inspira courses, which include mandatory, Umoja-related and other United Nations-specific training. General training on most administrative tools, including on the use of productivity tools, such as Microsoft Office, is available through these platforms. ECLAC uses an online learning management system to record all training courses and attendance and to issue certificates for those who successfully complete a course.

119. One of the challenges faced by ECLAC is the high cost of training and the small budget for staff development. Another challenge that was reported was the restriction regarding the use of language training funds, which meant that they could only be used for language courses. ECLAC considers that it would be beneficial to use surplus funds for other learning needs in the organization once language training mandates and needs are covered. The Inspectors believe that, in the current context of reduced resources, the use of surplus language training resources to supplement staff training needs could help to overcome some of the challenges faced by ECLAC and, in this regard, the Secretariat could assess such a proposal.

120. The Secretariat has established a mandatory staff training requirement across all its departments and entities and all staff members are expected to complete the self-paced mandatory learning programmes. The mandatory training package is formed by nine courses dealing with a diverse range of subjects (e.g. ethics, security and gender). An

<sup>57</sup> A/73/372, para. 16 (g).

analysis of compliance with the mandatory training requirements revealed a very low rate of compliance; only 34 per cent of ECLAC staff had completed all the mandatory courses as at the end of 2019.

121. Supervisors and heads of departments are responsible for ensuring compliance with mandatory learning requirements. The Inspectors urge ECLAC senior management to take immediate action to ensure that all staff comply with the mandatory staff training requirements established by the Secretariat.

### **Delegation of authority**

122. ECLAC management is in the process of implementing the new delegation of authority framework in accordance with instructions and guidance provided by the Secretariat. In this regard, the Executive Secretary has decided to implement the delegation of authority in a cascade process, by delegating authority to the Deputy Executive Secretary for Management, who further delegates authority to chiefs of division/section/unit. These may, under certain circumstance, delegate authority to staff, taking into consideration their roles and responsibilities.

123. Regarding the level of delegated authority granted to the subregional headquarters and national offices. It should be noted that the national offices are very small and have very lean administrative structures, which cannot accommodate all the required checks and balances, in terms of the different roles/functions, required by Umoja.

124. In the case of the subregional headquarters, these have larger administrative structures, which can accommodate the required division of roles and responsibilities in order to have appropriate controls and checks and balances. However, in the case of the subregional headquarters for the Caribbean, with the centralization of functions in global shared services centres, and the elimination of these functions in ECLAC, presently all human resources roles are concentrated in one person. The same situation occurs with all finance-related roles. Therefore, it is not possible to implement the necessary checks and balances at the subregional level and the delegation of authority remains at ECLAC headquarters. In the case of the subregional headquarters in Mexico, the administrative structure permits the required separation of roles and responsibilities, allowing the delegation of authority for certain functions (e.g. certification of shopping carts, travel requests, petty cash holder, bank signatures in Umoja for payment batches and local payroll execution, etc.).

### **Staff and management relations**

125. The main mechanism to maintain and promote dialogue between staff and management is the local version of the Staff Management Coordination Committee. In addition, there are frequent meetings between the representatives of the staff unions and the Executive Secretary and senior management. The Executive Secretary holds periodic townhalls with all staff to share information on matters of importance. Finally, there is an ombudsman's office in Santiago, which addresses staff concerns and mediates with management.

## V. Financial management

### A. Overall resources

126. Resources for the regional commissions are provided from the following sources: their respective regular budgets; additional regular budget resources from the Development Account; the regular programme of technical cooperation and the United Nations peace and development trust fund. The five regional commissions are among those entities implementing the regular programme of technical cooperation, as established by General Assembly resolution 58 (I). In addition, regional commissions may receive extrabudgetary resources.

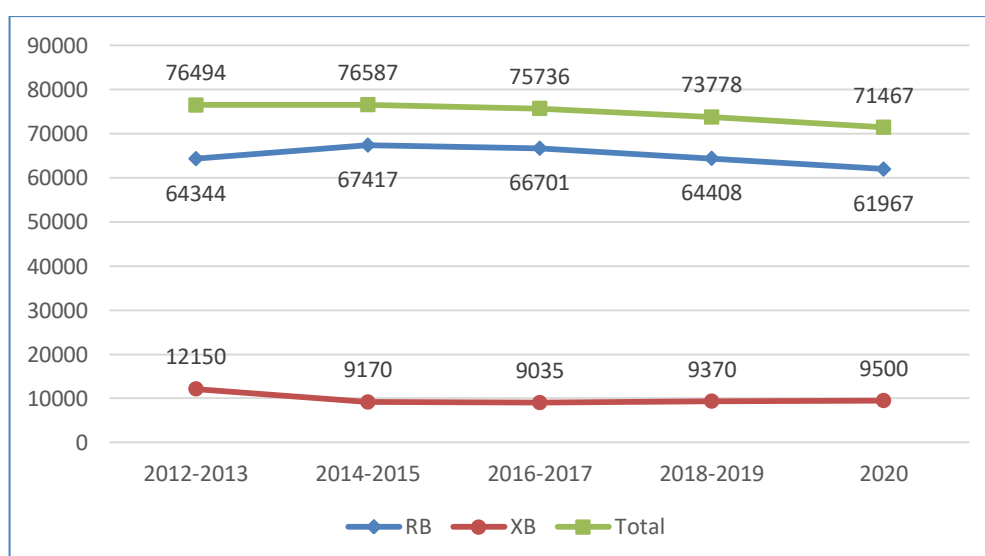
127. On 24 December 2017, the General Assembly approved the proposal to change the Secretariat budget cycle from a biennial to an annual budget period on a trial basis, beginning with the programme budget for 2020. A final decision will be made at the seventy-seventh session of the General Assembly on whether to continue that practice.

128. The figure below shows the evolution of regular budget and extrabudgetary resources for the period 2012–2020. For comparison purposes, the figures for the period of biennial budget cycles (i.e. 2012–2019) have been annualized, showing the annual average for the period for each biennium. The annual regular budget and extrabudgetary total average of resources for the 2018–2019 biennium amount to \$73,778,000,<sup>58</sup> while for 2020 total annual resources amount to \$71,467,000, representing a reduction of about 7 per cent in the last five years or approximately 3 per cent of overall planned resources between 2019 and 2020. It should be noted that, while extrabudgetary resources have remained stable, the reduction of resources is due to a reduction in regular budget resources, in particular resources included under section 21, which are those directly administered by ECLAC. The Commission, at its thirty-seventh session, which was the occasion for the intergovernmental review of the draft programme of work of the ECLAC system for 2020, expressed its concern at the recent reduction in the budgetary resources allocated to activities in the programme of work.<sup>59</sup>

Figure VII

#### Evolution of regular budget and extrabudgetary resources

(Thousands of United States dollars)



<sup>58</sup> Figures for 2018–2019 total resources include: the final regular budget appropriation as reflected in the Second performance report on the programme budget for the biennium 2018–2019 (see A/74/570) and the resources reported by ECLAC under the regular programme for of technical cooperation (Section 23) as well as resources from the Development Account. For figures for 2020 see the programme budget of ECLAC (Sections 21 and 23 of the UN programme budget for 2020)

<sup>59</sup> ECLAC resolution 728 (XXXVII), para. 4.

129. ECLAC management indicated that the shift to annual budgets had had an impact on activities in the programmatic, budgetary, financial and procurement planning cycles; procurement cycles had to be changed to annual periods, causing periods of heavy workflow aligned with cash flows and allotment issuances. The implementation of new budget cycles will probably increase the work of the Programme Planning and Operations Division, as parliamentary documentation must be prepared, presented and defended annually. However, the shift to annual budget cycles provides a more dynamic management of resources, as the cycle is shorter and closer to implementation periods, a higher degree of certainty and accuracy may be expected with more frequent opportunities to adjust requests. By shifting to an annual budget cycle, processes such as acquisitions, recruitment of temporary staff and other kinds of expenditure must be expedited in order to avoid wasting resources.

130. ECLAC is facing serious liquidity problems in its main source of funding, the regular budget. Despite having a budget for the 2018–2019 biennium approved by the General Assembly, cash flow constraints have affected the whole financial structure of ECLAC at the end of the 2018–2019 biennium. Considerable effort was expended by ECLAC management in monitoring and reallocating resources. Although this is a serious issue beyond the scope of this review, the Inspectors would like to highlight that, if this situation continues, ECLAC, like other departments of the Secretariat, will be forced to divert its focus from delivering its programme of work to managing the financial crisis, adjusting plans and priorities based on cash flows.

131. This issue has had an impact on the entire Secretariat as confirmed by the Secretary-General, when he stated: “The budget implementation in 2018–2019 has been repeatedly constrained by the availability of cash and not based primarily on the approved biennial programme plans for 2018–2019. This undermines the delivery of programmes and goes against efforts to focus less on inputs and more on results.”<sup>60</sup>

132. The Advisory Committee on Administrative and Budgetary Questions, in its consideration of the Secretary-General’s performance report on the programme budget for the 2018–2019 biennium,<sup>61</sup> requested the Secretary-General to include comprehensive information on the impact of all measures put in place to address the liquidity challenges of the 2018–2019 biennium in his next relevant report, including a disaggregation by budget section and object of expenditure.

## **B. Extrabudgetary resources**

133. As regards extrabudgetary resources, ECLAC is also facing challenges related to the predictability of the financial contributions of traditional donors and to reaching its implementation capability threshold due to the continuous adjustments that need to be made to manage the regular budget crisis.

134. The extrabudgetary resource estimate for 2020 amounts to \$9.5 million, following a stable trend during the past five years in which annual extrabudgetary resources ranged between approximately \$9 million and approximately \$9.5 million (see figure VIII). Different bilateral agencies, including Governments, provide the main source of extrabudgetary resources (i.e. approximately 70 per cent), followed by other international organizations. Together they represent about 88 per cent of total extrabudgetary resources. The remaining portion (i.e. 12 per cent) comes from other United Nations organizations (see figure IX).

<sup>60</sup> A/74/570, para. 2.

<sup>61</sup> A/74/583, para. 8.



Figure VIII  
**Evolution of extrabudgetary resources, 2012–2020**  
 (Thousands of United States dollars)

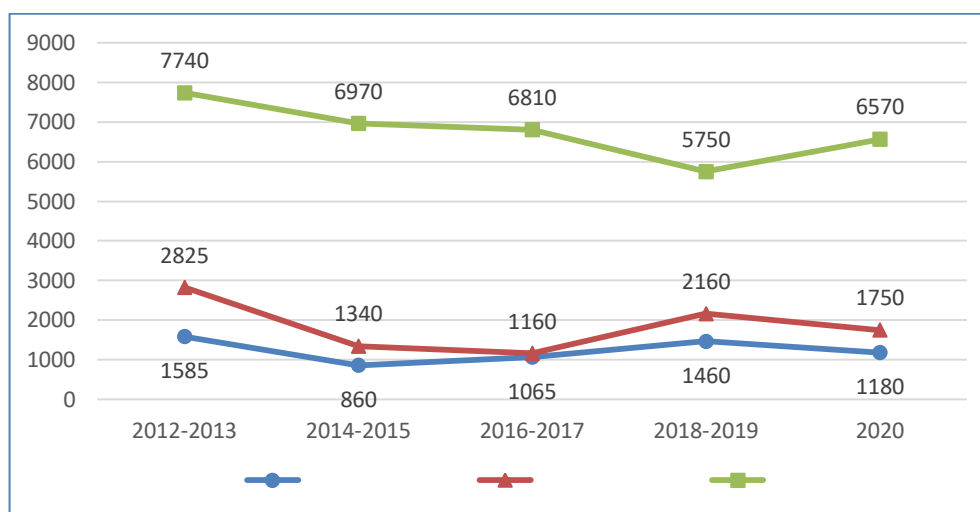
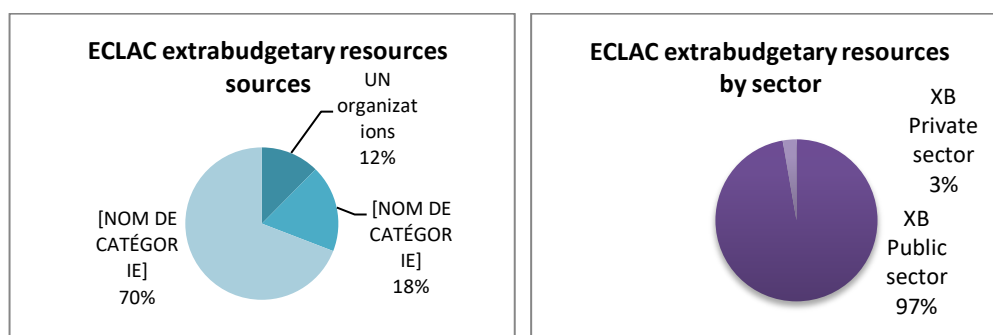
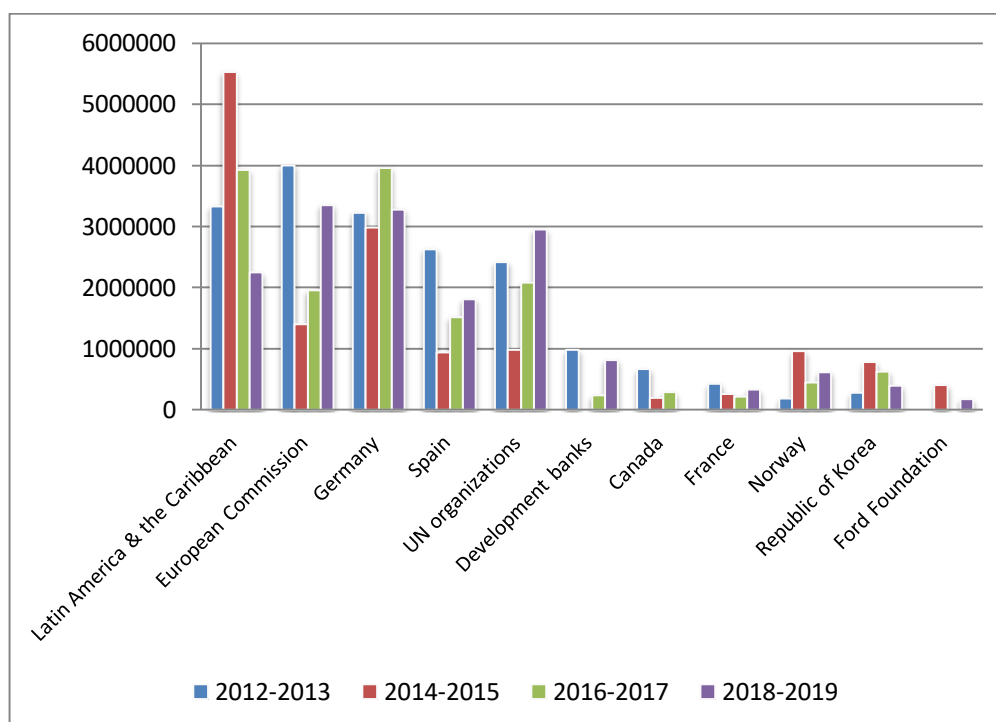


Figure IX  
**Estimate of extrabudgetary resources for 2020 by source and sector**



135. The majority of extrabudgetary resources come from institutional donors and bilateral agreements. Figure X below shows the main donors to ECLAC for the period 2012–2019. The Inspectors note that the level of resources from private sector entities is very low (i.e. 3 per cent, see figure IX), representing an unexploited area for additional opportunities.

Figure X  
**Top 10 donors**  
 (United States dollars)



136. In the past, both OIOS and JIU warned ECLAC about the need to secure extrabudgetary resources in the context of a financial crisis; now, this has become an even more critical concern. The financial crisis caused by the current outbreak of the coronavirus disease (COVID-19) is having a heavy impact on the global economy and ECLAC continues to rely on traditional donors whose economies are, in some cases, significantly affected by the current crisis.

137. ECLAC has established a fundraising strategy and is aware of the importance of such an undertaking. According to the Project Management Unit, over the last decade, there has been a downward trend in the regular budget of the United Nations, which could be exacerbated by decisions made regarding funding arrangements within the framework of the reform of the United Nations development system. This makes it imperative for ECLAC to redouble its efforts to mobilize additional resources for the benefit of the countries of Latin America and the Caribbean.<sup>62</sup> The extrabudgetary strategy was approved by the Projects Committee, an internal advisory body to the Executive Secretary, in February 2019. In addition to the identification of emerging development trends and topics that can be influenced by ECLAC, the prioritization of themes for the mobilization of resources takes into account different criteria, such as the demands of member States for technical cooperation, capacity-building and training.

138. An analysis of the level of extrabudgetary resources shows that it has remained stable during the past five years. Furthermore, major donors continue to be the same and the private sector only donates a tiny proportion of the total extrabudgetary resources. A closer analysis of the donors' base shows that the contribution of the Governments of the Latin American and Caribbean region represents only approximately 20 per cent of the extrabudgetary resources received by ECLAC during the period 2012–2019. In this regard, the Inspectors reiterate the advice provided in the 2012 review, namely, to encourage member States of the region to consider providing extrabudgetary resources in support of ECLAC activities, whenever possible.

<sup>62</sup> ECLAC, Project Management Unit, Programme Planning and Operations Division, "Strategy for finding new opportunities for cooperation", p. 5.

139. The above findings lead the Inspectors to conclude that there are opportunities for ECLAC to increase its level of extrabudgetary resources by expanding its donor base. In their view, there is a need to operationalize the fundraising strategy, putting in place a systematic and coordinated approach to fundraising, which is more necessary than ever given the current global economic context.

## VI. Oversight and evaluation

140. ECLAC, as part of the Secretariat, is subject to systematic oversight by OIOS and the Board of Auditors. Given that the Secretariat is a JIU participating organization, ECLAC is likewise subject to oversight by JIU. In addition, ECLAC has its own evaluation unit within its organizational structure.

141. In recent years, OIOS has reviewed various activities of ECLAC and made recommendations relating, *inter alia*, to compliance with the internal targets of the Secretariat. In the triennial review in 2018,<sup>63</sup> OIOS addressed the need to strengthen the ECLAC evaluation function by, *inter alia*, establishing a separate evaluation unit.

142. The evaluation function at ECLAC is part of its overall monitoring and evaluation system. The evaluation function is located in the Programme Planning and Evaluation Unit within the Programme Planning and Operations Division. ECLAC management indicated that requests for additional funding to set up an evaluation unit had been denied by the Office of Programme Planning, Budget and Accounts. Notwithstanding the lack of funding for the creation of a new unit, ECLAC has made efforts to improve its evaluation capacity within the existing human and financial resources.

143. ECLAC has strengthened its evaluation function in recent years by updating its Evaluation Policy and Strategy, which was published in 2017, and issuing evaluation guidelines in the same year.

144. The majority of ECLAC evaluations are undertaken at the level of individual projects and are often implemented in partnership with other United Nations entities or external donors. They are typically commissioned and managed by the Programme Planning and Operations Division and carried out by external consultants.

145. Although the number of evaluations carried out has increased, no subprogramme evaluations were conducted during the period 2015–2018. In the 2018–2019 biennium, ECLAC completed five evaluations, all of them related to the assessment of different development account projects.<sup>64</sup>

146. The following evaluations and self-evaluations are planned for 2020:

(a) Four evaluations on: issues related to strengthening national capacities to assess opportunities and challenges brought about by the demographic transition in Latin American and Caribbean countries; input-output tables for the design and implementation of evidence-based industrial trade policies; the use of big data for measuring and fostering the digital economy; and addressing critical socio-environmental challenges in Latin America and the Caribbean;

(b) A cross-cutting evaluation of gender mainstreaming in the ECLAC programme of work, subject to the availability of extrabudgetary resources.

147. ECLAC tracks the recommendations made by oversight bodies, reporting through the preferred system of each oversight body (*i.e.* Team Track for OIOS and the web-based tracking system for JIU). The oversight focal point within ECLAC maintains a separate spreadsheet of each recommendation organized by oversight body, indicating the status of its implementation, estimated date of implementation, those responsible for its implementation and the response of ECLAC and the replies of the oversight body. Each year, a request is sent to those responsible for implementing the recommendations within

<sup>63</sup> See E/AC.51/2018/7.

<sup>64</sup> The projects evaluated in 2018–2019 were: strengthening the capacity of Central American and Caribbean countries in the preparation of sustainable energy policies and strategies; promoting inclusive finance through development banking innovation practices with a particular focus on small and medium-sized enterprises in Latin American countries; strengthening the capacity of selected developing countries to design and implement equality-oriented public policies and programmes; strengthening the technical capacity of public finance managers in select Caribbean small island developing States to manage their public finances; and strengthening national capacities to design and implement rights-based policies and programmes that address care of dependent populations and women's economic autonomy in urban development and planning.

the ECLAC secretariat and the responses are compiled and centralized for reporting and tracking purposes.

## VII. Cross-cutting issues

### A. Knowledge management and information and communications technology

148. ECLAC conducts regular consultations with Governments to assess their needs and priorities and disseminates its knowledge products: flagship publications; economic, social, and environmental statistics, data and indicators; and other relevant documents and materials. ECLAC has a knowledge management strategy, revised in 2019, that focuses on four main areas: effectively disseminating information and knowledge; strengthening internal capabilities related to knowledge management; facilitating knowledge-sharing through meetings, forums and sessions; and increasing public awareness.

149. Diverse technological instruments have been implemented to support these efforts, including the use of web publishing and thematic web pages and portals, such as the ones for the subsidiary bodies, web streaming, social media promotion and dissemination, contact relationship management systems, meeting management systems, mobile applications, virtual spaces of collaboration and online training courses.

150. The flagship publications<sup>65</sup> are among the main knowledge products issued by ECLAC that continue to have a high level of acceptance. Several countries in the region continue to rely on the data contained in ECLAC reports, using them for their own policymaking given that in certain cases there are no other sources. ECLAC prepared 152 publications in 2018, which were downloaded a total of 3,710,507 times. In the context of its regular reporting on the activities of the Commission, ECLAC reports the usage of each of its flagship publications, indicating trends in the number of Internet downloads. An analysis of download trends shows a positive evolution for five of the six flagship publications, the only exception being *Foreign Direct Investment in Latin America and the Caribbean*, which exhibits a flat trend in the number of downloads.

151. In the case of the ECLAC subregional headquarters in Mexico, knowledge management is supported mainly by strengthening the intellectual capital of the organization in relation to the needs of stakeholders, which are periodically monitored through relevant surveys and studies designed to determine their needs and evaluate the impact of the work of ECLAC.

152. However, in a previous oversight review,<sup>66</sup> OIOS indicated the need for ECLAC to develop a country-by-country strategy as it did not maintain regular communications and effective liaison relationships with officials in all the relevant technical ministries throughout the region, resulting in reduced awareness of ECLAC outputs among stakeholders. Furthermore, ECLAC was requested to develop an outreach strategy to improve the dissemination and promotion of ECLAC publications and knowledge products. In this regard, a strategy for the dissemination of information was developed and approved by ECLAC in February 2019. According to ECLAC management, specific monitoring mechanisms for the country-by-country follow-up at ministerial level will be implemented across the areas involved in outreach.

#### Information and communications technology

153. In addition to the information systems, data centres and platforms used by all departments of the Secretariat (e.g. Umoja and Inspira), ECLAC operates its own data

<sup>65</sup> The flagship publications are: *Economic Survey of Latin America and the Caribbean*, *Foreign Direct Investment in Latin America and the Caribbean*, *International Trade Outlook for Latin America and the Caribbean*, *Preliminary Overview of the Economies of Latin America and the Caribbean*, *Social Panorama of Latin America* and the *Statistical Yearbook for Latin America and the Caribbean*.

<sup>66</sup> See, e.g., E/AC.51/2018/7, recommendations 2 and 4.

centre, which hosts the following systems: institutional and regional websites; ECLAC intranet; a digital repository containing documents published by ECLAC (i.e. more than 35,000 documents); an institutional data repository, containing statistical series; a system for the collection, processing and analysis of censuses; diverse databases containing microdata for analysis and research; contact relationship/meeting management systems; correspondence management; and physical security, access and accreditation systems, including tools for data processing and analytics.

154. There are currently 14 posts in the information and communications technology (ICT) section in Santiago, along with another 2 posts in Mexico. Total non-post resources for ICT operations amount to slightly more than \$1 million annually. Non-post resources are used primarily to pay for ICT support services, support staff, hardware and software licences.

155. ECLAC, like any other departments of the Secretariat, relies heavily on ICT solutions provided centrally by the Organization; however, centralized hosting demands high-speed connectivity, which is often not available in the Latin American and Caribbean region, resulting in high latency times. ECLAC reports that, for example, Umoja sometimes takes more than two or three minutes just to load. The same occurs with other collaborative applications used by the Secretariat, such as Unite Connections. ECLAC management indicates that emails used to be delivered instantaneously when hosted locally, but after the Secretariat's migration to Office365 this is no longer the case.

156. Improvements in the performance of applications, such as Umoja, have been noted since their implementation, but response times remain unacceptable in the view of ECLAC management, which reports significant interruptions that have a negative impact on operations. The Inspectors would like to recall relevant provisions contained in other JIU reports requesting United Nations organizations to actively monitor service-level agreements and hold vendors accountable for any failure to comply with the established requirements. In addition to the services provided by external vendors, the Office of Information and Communications Technology must guarantee that systems and applications can be reasonably used across the whole Secretariat. In this regard, **the Inspectors would recommend that the Secretariat take urgent action regarding the reported unsatisfactory performance of critical systems, such as Umoja.**

157. The Inspectors were informed at interviews held at the subregional headquarters of a lack of coordination between the headquarters in Santiago and the subregional outposts. Several officers interviewed indicated that they had only learned about certain activities carried out at the subregional level that had been coordinated centrally at headquarters through either third parties or once the activities had already taken place. In the view of the Inspectors, ECLAC should make better use of current technologies to enhance coordination and cooperation. **The new collaborative tools recently deployed by the Secretariat (i.e. Microsoft Teams, etc.) can offer solutions for solving the issue; however, these are just technical solutions that need to be supplemented by a genuine will to share knowledge and information, which must be encouraged by ECLAC senior management.**

## B. Risk analysis

158. ECLAC conducts regular risk assessment exercises, identifying and updating potential risks through an annual risk assessment included in the business continuity plan and the security risk management plan. It should be noted that the latest business continuity plan dates from February 2019. ECLAC has also established a Crisis Management Team, which holds regular meetings twice a year. ECLAC conducts regular risk assessment exercises through two table-top exercises and one functional drill each year. A report is prepared afterwards, which includes the lessons learned and possible improvements.

159. In terms of business continuity, the major risk identified, according to impact and likelihood, is related to seismic events, followed by the risk of pandemics. Both of these risks are categorized as high risk. These risks are followed by those with a greater likelihood but less severe impact and are mainly related to a failure in the supply of electricity and/or other utilities to the United Nations facilities. All measures related to the

mitigation of the major risks identified are also included in the business continuity, and security risk management plans.

160. In terms of programme delivery, the major risks identified by ECLAC relate to the weakening of multilateralism, the return of protectionism and the increase in inequality at the global level, which all pose risks for the political commitment of member States towards the attainment of the Sustainable Development Goals and the objectives set forth in the 2030 Agenda.

161. In the context of the current COVID-19 pandemic, and in response to a request from the Community of Latin American and Caribbean States, ECLAC has established the COVID-19 Observatory in Latin America and the Caribbean to better support member States in the region and to monitor the evolution of the crisis. The Observatory compiles the relevant public policies put in place by 33 countries in their efforts to tackle the COVID-19 pandemic. It also provides a sectoral and national analysis of the potential economic and social impacts of the pandemic. In April 2020, ECLAC published a report entitled: “Latin America and the Caribbean and the COVID-19 pandemic: economic and social effects”, in which it addresses the crisis, scenarios and economic projections ahead of 2030. The Inspectors appreciate this timely initiative and encourage ECLAC to make every effort in support of the countries of Latin America and the Caribbean at this critical juncture.

### C. Contribution to disaster assessment in the region

162. The ECLAC programme of work for the 2018–2019 biennium includes disaster risk reduction-related activities, with a particular focus on the Caribbean. In 2015, a new unit was created in the subregional headquarters in Port of Spain to cover sustainable development and disasters. ECLAC has a long experience in addressing disasters as they have been disruptive factors in the development of the region. Its work and methodology are included in the *Handbook for Disaster Assessment*,<sup>67</sup> the latest edition of which was prepared in collaboration with the Pan-American Health Organization. Since 2015, ECLAC has provided 40 training courses to public officials in the region.<sup>68</sup>

163. ECLAC has been a pioneer in the field of disaster assessment and in the development and dissemination of the damage and loss assessment methodology. ECLAC has carried out several damage and loss assessment missions following the devastating hurricanes, earthquakes and other natural disasters over recent years in Latin America and the Caribbean. An example of its involvement in disaster reduction can be found after Hurricane Dorian and the provision of initial emergency services when the Government of the Bahamas asked IDB to assess the resulting damage, losses and additional costs of the disaster. IDB made a request to ECLAC for technical assistance with the assessment, which was jointly undertaken by IDB, ECLAC and the Pan-American Health Organization. The three organizations prepared a report on the results of their assessment, including recommendations to guide a resilient reconstruction process aimed at reducing vulnerabilities and risks for the population and for every sector of the economy. Since 2015, four assessments of this kind have been conducted by IDB and ECLAC in the Bahamas.

164. According to interviews held with officers responsible for the damage and loss assessment methodology, in 2019, ECLAC designed a training course to highlight the methodology and its importance for the 2030 Agenda. This capacity to assess damage and loss after natural disasters is a valuable regional asset, key for the region and of particular relevance for the countries in the Caribbean subregion. The Inspectors encourage ECLAC to share its expertise and materials with other regional and subregional actors, including the United Nations organizations present in the region.

<sup>67</sup> ECLAC, *Handbook for Disaster Assessment* (Santiago, 2014).

<sup>68</sup> JIU/REP/2019/3, para. 138.

## VIII. Regional coordination coherence in a reform context

165. The terms of reference of the present review refer to an assessment of different aspects of the regional dimension of the United Nations development system and its current reform, with special consideration being given to the following elements: the contribution expected of ECLAC at the regional level; its regional coordination role vis-à-vis other regional actors, both those within the United Nations and those outside, including the division of labour within the region, to support the implementation of sustainable development at the regional and national levels in an effective manner; and the steps taken by ECLAC in the context of the reform and repositioning of the United Nations development system.

166. Regional coordination in the United Nations system has remained an issue for decades. JIU has highlighted the need for enhanced regional coordination, provided guidance and emphasized the importance of the regional dimension, including the role of the special representatives of the Secretary-General and/or resident coordinators as part of a benchmarking framework for coherence and integration within the United Nations system.<sup>69</sup>

167. The Inspectors concluded in the previous review of ECLAC that regional coordination continued to be an issue despite clear mandates, delineated functions and the repeated efforts to clarify the necessary division of labour between United Nations entities at the regional level. The current reform of the development pillar by the Secretary-General intends, inter alia, to enhance regional coordination, avoiding duplication and overlaps.

### A. United Nations regional coordination mechanisms

168. The regional contexts within which the regional commissions operate have significantly shaped their mandates and objectives and the ways in which they have evolved. As a result, they have developed differing strengths and focuses, including areas of divergence and convergence.<sup>70</sup> In the United Nations system, regional coordination has evolved around two interrelated mechanisms: the Regional Coordination Mechanism,<sup>71</sup> focusing on the analytical and normative work and activities of a transboundary nature, and the former United Nations Development Group and its regional teams, now known as the United Nations Sustainable Development Group.

169. Member States have consistently emphasized the importance of the regional dimension in the work of the United Nations development system as a bridge to inform global, regional and national policies. The regional level is the link between global and country levels, thus its importance is strategic. As a consequence, the role to be played by regional commissions should be a primary one, especially given their wealth of regional knowledge accumulated over time. Furthermore, their convening power and the experience acquired in serving member States as the secretariats of different intergovernmental bodies qualify them to coordinate the mainstreaming of regional and subregional priorities in the United Nations development system.

170. In its resolution 72/279, the General Assembly endorsed the revamping of the regional architecture through a phased approach by (a) optimizing existing functions and enhancing collaboration at the regional and subregional levels and (b) providing options, on a region-by-region basis, for longer-term reprofiling and restructuring of the regional assets of the United Nations.

<sup>69</sup> 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.

<sup>70</sup> JIU/REP/2015/3, executive summary, p. iii.

<sup>71</sup> In its resolution 1998/46, the Economic and Social Council mandated regional commissions to hold regular inter-agency meetings in each region, giving birth to the Regional Coordination Mechanism, with a view to improving coordination among the organizations of the United Nations system. Since 1999, meetings of the Regional Coordination Mechanism have been convened by the regional commissions, focusing on regional policy and programming issues.



171. The Secretary-General has included in his series of quadrennial comprehensive policy review reports regional coordination as one of the main elements of his reform efforts. In 2017, a mapping exercise of regional functions and capacities was carried out and, in the second half of 2018, the first phase of optimization of the regional mechanisms and structures was launched, aiming to improve collaboration between different United Nations actors at the regional level. In 2019, the Secretary-General made additional proposals, focusing on five areas, which constitute the last phase of the regional review:<sup>72</sup>

- (a) To create a new coordination mechanism;
- (b) To establish strong knowledge management hubs in each region;
- (c) To enhance transparency and results-based management at the regional level;
- (d) To launch a region-by-region change management process;
- (e) To identify administrative services that could be provided more efficiently to regional offices through common back offices.

172. However, the Economic and Social Council did not endorse this proposal, calling for further efforts to identify and address gaps and overlaps at the regional level and requesting the Secretary-General to proceed with inclusive, intergovernmental consultations for the finalization and implementation of the regional review, on a region-by-region basis.<sup>73</sup>

173. In his latest report on the quadrennial comprehensive policy review,<sup>74</sup> further clarifications on key aspects of the regional review are provided by the Secretary-General. The regional collaborative platforms will absorb the existing mechanisms of the Regional Coordination Mechanism and the regional United Nations Sustainable Development Group. This will reduce overlap, eliminating duplicative secretariats. It has also been clarified that the regional collaborative platforms are platforms for inter-agency collaboration and not intergovernmental forums, nor are they new oversight mechanisms.

174. According to the Secretary-General, additional secretariat capacities will be provided by the regional commissions for specific functions, such as the facilitation of the knowledge management hubs, data collection and compilation and regional results reporting. **It is worth noting that ECLAC is a respected source of regional socioeconomic knowledge and a well-established regional forum providing a space for regional debate, including on the regional implementation of the 2030 Agenda and the monitoring of and reporting on the Sustainable Development Goals.**

175. The Inspectors note that the initiative to give the regional commissions responsibility for annual reporting on system-wide regional results regarding the 2030 Agenda is consistent with the institutional strengths of ECLAC. However, the requirement for additional secretariat capacities is inconsistent with reducing its resources.

176. According to the latest report of the Secretary-General on the quadrennial comprehensive policy review, all existing mechanisms currently under the regional United Nations Sustainable Development Group and the Regional Coordination Mechanism will be replaced by time-bound issue-based coalitions, which intend to bring together the regional entities of the United Nations development system to foster policy and operational collaboration around, primarily, regional, cross-border and transboundary issues (e.g. migration, trafficking in persons and climate change) and issues for which multiple United Nations country teams seek regional support/guidance. The issues to be covered, specific considerations and functional leadership will be different from region to region.<sup>75</sup>

177. In Latin America and the Caribbean, issue-based coalitions will be established around the following areas: human mobility; equitable growth; crime and violence; governance and institutions; and climate change and resilience. The United Nations development system regional activities in the region represent approximately \$365 million

<sup>72</sup> A/74/73-E/2019/14, paras. 110–116.

<sup>73</sup> Economic and Social Council resolution 2019/15, para. 8.

<sup>74</sup> See A/75/79-E/2020/55.

<sup>75</sup> Ibid, paras. 179 and 182.

a year, with ECLAC representing approximately 20 per cent of the total.<sup>76</sup> The Inspectors are pleased to note that the Secretary-General corroborates some of the findings contained in previous JIU reviews, indicating that consultations held in the context of the regional review confirmed a strong sense of ownership and wide appreciation among Member States in the region for the policy support received in previous years, in particular by ECLAC. The new regional architecture will build on this strong foundation by focusing on the connection between ECLAC and the rest of the United Nations development system.<sup>77</sup>

178. In addition, all regional collaborative platforms will develop regional-level business operations strategies, looking into common services across regional offices hosted in the same city. The Inspectors share the view of the Secretary-General that it is necessary to identify areas in which back offices/co-location can facilitate regional collaboration and coordination and leverage economies of scale. However, the Development Coordination Office's regional office for Latin America and the Caribbean was recently established in Panama, where there is an important presence of United Nations entities, while ECLAC headquarters is located in Santiago. This may pose coordination issues unless appropriate collaboration responsibilities and agreed procedures are put in place. The Inspectors expect that the regional chapter of the Management and Accountability Framework, which is still to be developed, will serve to clarify and regulate the relationships within and across the regional collaborative platforms. **The Inspectors believe that, in order to smooth the initial cooperation phase, it might be useful for ECLAC to establish a liaison resource within the Development Coordination Office's regional office in Panama or for the Development Coordination Office to install some capacity at ECLAC headquarters.**

179. The Inspectors observe that regional cooperation is improving as demonstrated by the positive developments in the cooperation between ECLAC and the Development Coordination Office's regional office in Panama. According to ECLAC management, since the creation of the regional office, closer collaboration has been established. ECLAC has participated in global and regional workshops organized by the Development Coordination Office on the roll-out of the United Nations Sustainable Development Cooperation Framework and the latter has participated in regional intergovernmental meetings for which ECLAC acts as technical secretariat. Additionally, joint regional seminars have been organized and familiarization visits to ECLAC by resident coordinators in the region have taken place.

180. One practical example of enhanced coordination is provided by the coordination by ECLAC of the United Nations inter-agency special coordination mechanism of the Comprehensive Development Plan for El Salvador, Guatemala, Honduras and Mexico, in which the Development Coordination Office and the four respective resident coordinators jointly participate with 20 United Nations agencies, funds and programmes.

## **B. Contribution of the Economic Commission for Latin America and the Caribbean to national plans in the region**

181. In its management letter, JIU gave advance notice of some of the findings and analysis related to regional coordination identified during the preparation of the present review. It contained just one recommendation, namely that the Secretary-General should request ECLAC, in consultation with relevant actors, to elaborate no later than March 2020 a proposal on how to include regional and subregional priorities in a systematic manner in the United Nations Sustainable Cooperation Frameworks in the region, as appropriate, including the regular revision, updates and evaluation of individual Cooperation Frameworks.

182. In his response, the Secretary-General indicated that guidance had been prepared and submitted to all United Nations country teams on the development of new Cooperation Frameworks, including clear guidance regarding regional, subregional and cross-border support to countries. The Secretary-General also expects ECLAC, as other regional

<sup>76</sup> Ibid, para. 196.

<sup>77</sup> Ibid.

commissions, to be systematically involved in the preparation of new Cooperation Frameworks in the region.

183. The Inspectors acknowledge the Secretary-General's efforts to strengthen the link between the policies, which at the regional level are under the purview of the regional commissions, and operational activities of the United Nations development system, as part of the overall regional repositioning process. Obviously, it is still too early to determine the impact of the reform on the participation of ECLAC in the different Cooperation Frameworks of the countries in the region. In 2019, ECLAC participated in only four common country assessments in the region (i.e. Cuba, Haiti, Mexico and Paraguay).

184. Although the involvement of the regional commissions in the preparation, review and regular update of the new Cooperation Frameworks is still a work in progress at its early stages, the Inspectors stress that the involvement of regional commissions is key in order to fully benefit from their accumulated experience and regional knowledge while addressing national needs.

## C. Partnerships

185. The ECLAC partnership framework is guided by its extrabudgetary strategy for finding new opportunities for cooperation, which is aimed at establishing long-term partnerships with relevant actors interested in the development of the region. ECLAC offers added value by facilitating and channelling the development cooperation efforts of its partners, and communicating and disseminating public information, including on the impact of such cooperation activities. The strategy highlights that ECLAC must continue to be flexible when entering into partnership arrangements but remain aware of the importance of shifting from the mindset of mobilizing resources to one based on a long-term partnership.

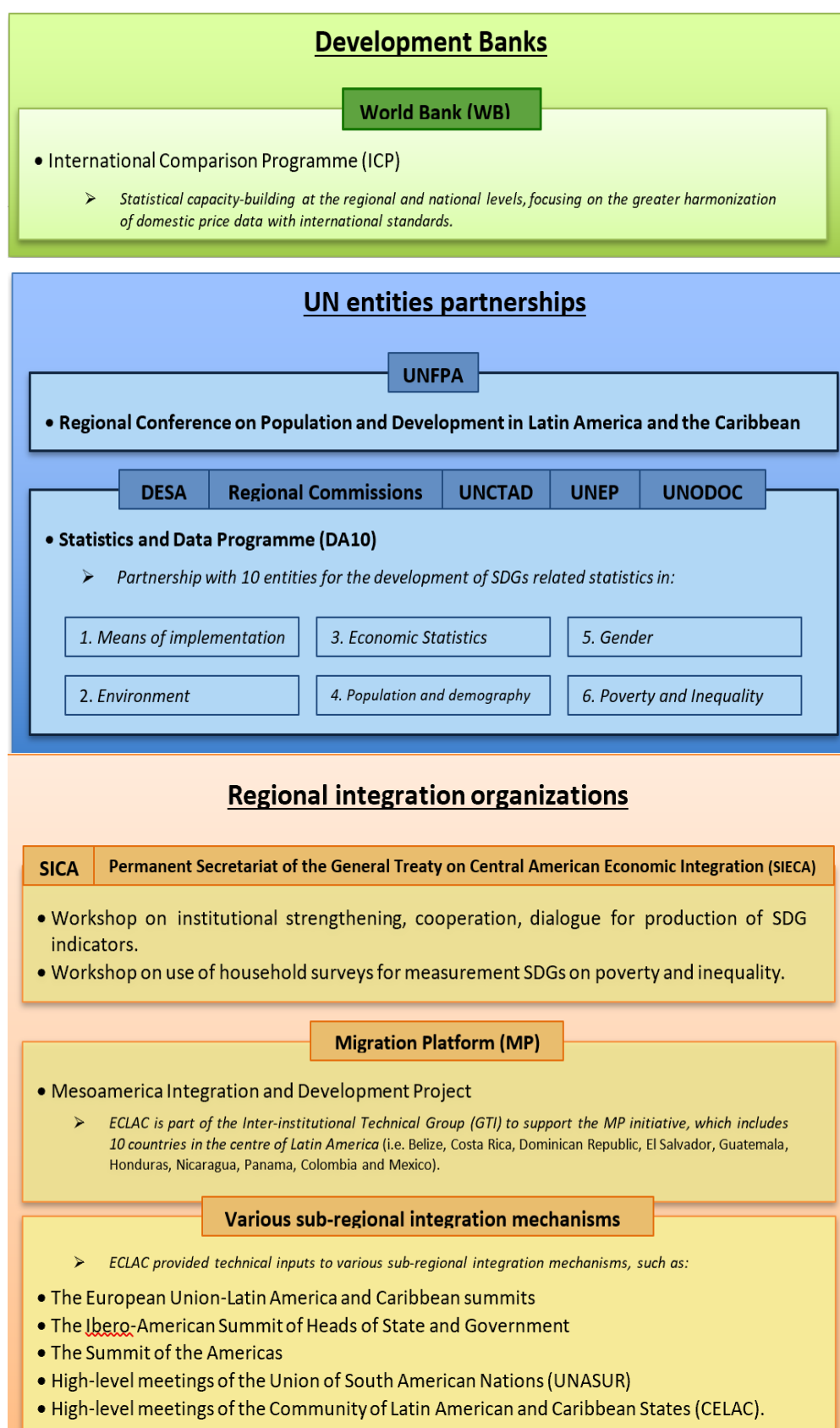
186. Countries with historic links with the region, such as Spain and France, are among the main partners of ECLAC, having established long-standing relationships that date back to almost 40 years. Other countries, such as Japan and Germany, developed closer links with Latin America and the Caribbean during the latter years of the twentieth century. In the case of China, Norway and the Republic of Korea those links were forged even more recently. Likewise, sister institutions from the United Nations development system and other multilateral organizations, such as the European Union, have established cooperation programmes with ECLAC.

### Different types of partnerships and related legal instruments

187. The cooperation agreements established by ECLAC may take the form of a framework agreement, the objective of which is to establish a partnership with a view to undertake cooperation activities in the future. When cooperation activities are negotiated as a result of a framework agreement and they involve the transfer of financial resources, ECLAC and the partner organization sign a specific amendment to the agreement, describing the activities to be carried out, including a workplan, budget and schedule for the disbursement of funds. When a prior framework agreement has not been signed between the partner organization, or country, and ECLAC, a cooperation agreement might be negotiated directly and signed.

188. When approaching donors and partners, ECLAC focuses on the advantages of regional cooperation with an intergovernmental body and on its institutional strengths. Some examples of partnerships are provided in the figure below.

Figure XI  
Examples of ECLAC partnerships



## Foundations and Private Sector

### Ford Foundation

- The Ford Foundation collaborates on studies aimed at providing an overview of historical, social and political processes relating to indigenous and Afro-descendants in the region.

### Google

- The aim of the cooperation between Google and ECLAC is to develop a methodology for measuring the direct and indirect impacts of digital technologies on the economy in Latin American and Caribbean countries.

## Bilateral partners

### The German Agency for International Cooperation (GIZ)

- The GIZ is a key partner of ECLAC on the implementation of the 2030 Agenda for Sustainable Development in Latin America and the Caribbean, especially on activities related to:

Closure of gender gaps

Design of environmental indicators for the follow-up of the 2030 Agenda

Planning

Strengthening of institutions for universal and sustainable social protection

### The Government of Spain

- The collaboration with ECLAC focuses on the support for:

Gender Equality Observatory for Latin America

Strengthening countries' capacity to implement gender equality policies within the framework of the 2030 Agenda for Sustainable Development in Latin America and the Caribbean

Fiscal policy and the strengthening of public administration through capacity-building courses (i.e. e-government, leadership, public planning and prospective analysis).

## Multilateral organizations

### European Union/OECD

- EUROCLIMA+ project

- ECLAC is one of the implementing partners of the EUROCLIMA+ project. The project was designed to build governments' capacities to develop climate change adaptation and mitigation measures with additional benefits.

- Facility Project for economies on transition

### Forum for East-Asia-Latin America Cooperation

- Multi-donor trust fund to execute bi-regional projects with UNESCAP, supporting projects that promote inter-regional cooperation.

189. The Inspectors encourage ECLAC to share these good practices with other regional commissions.

## Partnership challenges

190. The traditional system of international cooperation, in which per capita income is considered representative of development, has been increasingly excluding middle-income countries, such as those in Latin America and the Caribbean.<sup>78</sup> In the view of ECLAC management, there is a perception that the Latin American and Caribbean region no longer requires cooperation, and this is considered one of the most important challenges ECLAC faces when trying to establish new partnerships. In this regard, the Regional Facility for Development in Transition, to support middle-income countries, was launched by the European Union with the support of ECLAC and the Organization for Economic Cooperation and Development (OECD). It seeks to ensure that this group of countries continues to benefit from international development cooperation by exploring innovative approaches.

191. The second challenge reported by ECLAC is related to the high percentage of cost recovery, or programme support cost, established by the Secretariat (i.e. 13 per cent). It is considered too high when a potential donor contemplates a partnership. The additional 1 per cent levy for the resident coordinator system<sup>79</sup> further complicates the signing of funding agreements, especially with foundations and non-governmental institutions.

192. From the legal perspective, some partnerships are becoming more time-consuming and laborious to finalize due to new requirements as regards confidentiality policies (e.g. European partners and the application of the General Data Privacy Regulation) and fraud and anti-corruption clauses required mainly by development banks.

193. In addition, ECLAC would need to receive relevant training and support in order to improve its relationships with the private sector as the team in charge of negotiations of the potential agreements is too small to conduct comprehensive due diligence processes. JIU addressed this specific issue in a previous report, indicating that several Secretariat departments attributed the lack of appropriate staff training to financial limitations. In its view, the Secretariat should review the training needs of staff dealing with partnerships in various departments and establish an action plan to address the issue.<sup>80</sup>

194. The Inspectors believe that some of the above challenges could be addressed through enhanced support from the Secretariat, in particular as regards the need for staff training on partnering with the private sector and the high percentage of costs recovered. Both issues are key for the effective operationalization of the fundraising strategy.

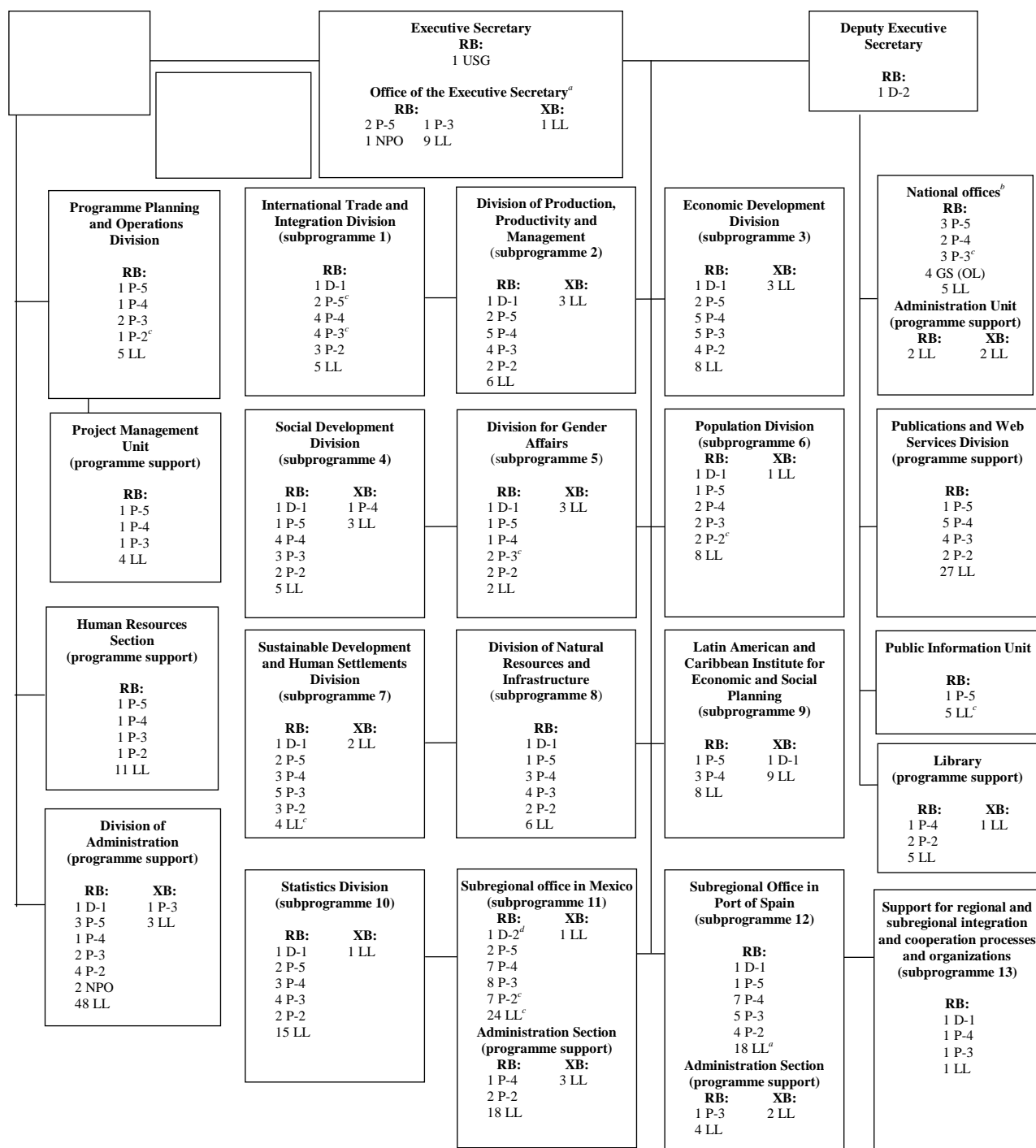
<sup>78</sup> According to the World Bank's 2018 rankings, among the ECLAC member States, the region had 7 high-income countries, including 5 in the Caribbean and 2 in South America; 25 middle-income countries, 20 of which were classified as upper-middle income, including 10 Caribbean countries; and just 1 low-income country.

<sup>79</sup> The special purpose trust fund, a specific fund of the Secretariat, was established to receive and account for all contributions and financial transactions of the new resident coordinator system. Funding comes from three streams: voluntary contributions from Member States; the doubling of cost-sharing amounts from United Nations entities that are members of the United Nations development system and a 1 per cent levy applied to contributions for United Nations development-related activities earmarked for a single agency, programme or project. See <https://soc.un.org/SPTF/index-about.html>.

<sup>80</sup> JIU/REP/2017/8, para. 117.

## Annex I

## Organizational structure and post distribution for 2020



Source: A/74/6 (Sect. 21), annex I, p. 100.

Abbreviations: GS (OL), General Service (other level); LL, local level; NPO, National Professional Officer; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

<sup>a</sup> Includes the Office of the Secretary of the Commission.

<sup>b</sup> Includes ECLAC offices in Bogotá, Brasília, Buenos Aires, Montevideo and Washington, D.C.

<sup>c</sup> Redeployment.

<sup>d</sup> Reclassification.

## Annex II

## Overview of actions to be taken by participating organizations on the recommendations of JIU

		Intended impact		United Nations and its funds and programmes														Specialized agencies and IAEA												
			CEB	United Nations*	UNAIDS	UNCTAD	ITC	UNDP	UNEP	UNFPA	UN-Habitat	UNHCR	UNICEF	UNODC	UNOPS	UNRWA	UN-Women	WFP	FAO	IAEA	ICAO	ILO	IMO	ITU	UNESCO	UNIDO	UNWTO	UPU	WHO	WIPO
Report	For action		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Recommendation 1		a		E																										
Recommendation 2		c		E																										
Recommendation 3		f		E																										
Recommendation 4		e		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 transparency and accountability    **b:** dissemination of good/best practices    **c:** enhanced coordination and cooperation    **d:** strengthened coherence and harmonization    **e:** enhanced control and compliance    **f:** enhanced effectiveness    **g:** significant financial savings    **h:** enhanced efficiency    **i:** other.

\* As listed in ST/SGB/2015/3.