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PROPOSED PROGRAMME STRUCTURE OF THE MEDIUM-TERM PLAN
FOR THE PERIOD BEGINNING IN 1992
SUBMITTED TO THE FIFTH COMMITTEE OF THE GENERAL ASSEMBLY
AT ITS FORTY-THIRD SESSION

Forty-third session
FIFTH COMMITTEE
Agenda item 115

PROGRAMME PLANNING

Proposed programme structure of the medium-term plan
for the period beginning in 1992

Note by the Secretariat

1.   At the nineteenth meeting of the Fifth Committee, on 28 October 1988,
the Secretariat was requested to provide additional information on the Secretary-
General's proposals for a revised programme structure of the next medium-term
plan, referred to in the draft introduction to that plan (A/43/329).

2.   The present note contains this additional information. A proposal for
a revised structure is contained in annex I to the present document, while
the structure of the current medium-term plan is reproduced in annex II.

A. Background

1.   The issue of a new structure for the next medium-term plan was raised
formally in 1987 in a note submitted to the General Assembly at its forty-
second session (A/42/512). In paragraph 5(a) of that note, the Secretary-
General stated, inter alia, that "the role of the medium-term plan, as 'the
principal policy directive of the United Nations' (regulation 3.3) should
not only be preserved but enhanced. The activities of the Organization need
to be firmly based on a coherent set of principles and objectives. This means
that the new medium-term plan should be as meaningful as possible in terms
of content, format and presentation". After considering this report, the
Committee for Programme and Co-ordination at its resumed twenty-seventh session,
held in September 1987, 1/ recommended to the General Assembly that it agree
that the current medium-term plan be extended until 1991 on the condition,
inter alia, that the next medium-term plan should be improved in its format,
content and presentation and that the Committee be apprised, at its twenty-
eighth session, of the proposals of the Secretary-General in that regard.
The Assembly endorsed this recommendation in its resolution 42/215 of 21
December 1987.

2.   The preliminary proposals of the Secretary-General on the structure of
the next medium-term plan were contained in paragraphs 33 to 35 of the draft
introduction (A/43/329, annex). They aimed at regrouping the number of major
programmes and programmes in the current medium-term plan from respectively
31 to 4 and 143 to about 40. A possible structure of major programmes was
given in this document.

3.   On the basis of the results of extensive internal consultations held
during the summer of 1988 and of the preliminary views expressed by the Economic

and Social Council during its second regular session of 1988, the Secretariat prepared an informal paper containing a preliminary list of major programmes and subprogrammes. This informal paper was submitted, at its request, to the Committee for Programme and Co-ordination at its resumed twenty-eighth session, held from 6 to 19 September 1988. The debate of the Committee is reflected in paragraphs 51 to 63 of its report [A/43/16 (Part II)]. Its conclusion was that "the information available was not sufficient to enable it to reach a substantive conclusion. The Committee therefore recommended that the General Assembly at its forty-third session should consider with particular attention the question of the structure of the medium-term plan in the light of the discussion conducted in the Committee" [A/43/16 (Part II), para. 72]. The Advisory Committee on Administrative and Budgetary Questions also considered this question and noted, _inter alia_, that "information that would explain the rationale for the proposed programme regroupings and would support the above statement should have been provided in the document (A/43/329), it would have facilitated an assessment of whether the prepared changes are substantive or cosmestic". The Advisory Committee on Administrative and Budgetary Questions further stated that "efforts to streamline the medium-term plan should be encouraged" and "cautions that streamlining should not be construed as reducing activities" (A/43/626, paras. 22 and 23).

4. After the resumed twenty-eighth session of the Committee for Programme and Co-ordination, the Programme Planning and Budgeting Board began discussing a revised structure of major programmes and programmes, taking into account the views expressed by the Committee for Programme and Co-ordination and the Advisory Committee on Administrative and Budgetary Questions. The structure contained in annex I to the present note reflects the results of this process.

B.   Why a new structure?

5. First and foremost is the experience gained during the implementation of the current medium-term plan. The raison d'etre of the plan is to "constitute the principal policy directive of the United Nations" (regulation 3.3 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation set out in the annex to General Assembly resolution 37/234 of 21 December 1982). As such, and according to these Regulations and Rules, the medium-term plan is one of the instruments for an "integrated management process" of the "activities undertaken by the United Nations", the other instruments being the programme budget, the results of programme performance and the evaluation reports. Gauged in this light, the current medium-term plan appears to have a number of deficiencies:

(a) The medium-term plan, as a document, may be too long, too detailed, too descriptive and, at the same time, the description of the proposed activities may often be imprecise;

(b) These facts hamper its usefulness for both intergovernmental bodies and the Secretariat. They are an obstacle for an appraisal by Member States, _ex ante_ (when the plan is adopted) and _ex post_ (during its implementation) of the coherence and overall orientations of the activities proposed by the

Secretary-General in response to mandates. The new process of consultations on the draft introduction, prior to the elaboration of the plan itself, should indeed alleviate this problem, but a cleaner and more discussed introduction should be followed by a simpler and more transparent plan. Otherwise, the coherence between policy orientations and planned activities may be in jeopardy;

(c) The interaction between central and subsidiary programmes formulating intergovernmental bodies is currently unsatisfactory. Intergovernmental organs adopt new legislation launching new activities or adding objectives to existing programmes or subprogrammes without referring to or even taking note of the medium-term plan. Central organs, notably the Committee for Programme and Co-ordination and the Fifth Committee of the General Assembly, when revising the plan, are not in a position to have an overview of the effects on this plan of the mandates adopted by other organs. There are in fact two parallel programme planning processes: (a) the medium-term plan and its revisions, dealing with already established and more or less continuing programmes; and (b) the action-oriented resolutions adopted at each session of the relevant intergovernmental bodies. A simpler plan, with a new structure, would obviously not be sufficient to solve this problem. Other improvements will be needed, including on the procedure for establishing statements of programme budget implications, a subject to be considered by the Committee for Programme and Co-ordination at its next session. It is the conviction of the Secretariat, however, that a more compact and better structured medium-term plan would be less esoteric than it is currently for the intergovernmental bodies dealing with specific substantive issues and would thus facilitate the interaction between these organs and those having a central responsibility for planning, programming and budgeting;

(d) The lack of interaction mentioned above also prevails within the Secretariat. Programme managers have difficulties in perceiving or using the plan as a management tool. Faced with the new legislation regularly adopted by the relevant intergovernmental bodies, they often see the plan as an administrative burden imposed on top of their programme activities, and which, instead of helping, competes with the implementation of substantive tasks. As a consequence, the planning process is still mostly identified only with the formulation of the medium-term plan. Here also, it is the conviction of the Secretariat that a revised structure would be beneficial in as much as it would give the opportunity to the programme managers to review in depth their programmes, in particular what has been done, and assess what is feasible so as to set objectives which are both feasible and acceptable to Member States as a whole.

6. A second set of reasons for modifying the plan and its structure stems from the provisions of General Assembly resolution 41/213 of 19 December 1986:

(a) The Group of High-level Intergovernmental Experts to Review the Efficiency of the Administrative and Financial Functioning of the United Nations, after noting, inter alia, that "in terms of the programme budget, the medium-term plan does not, in reality, serve as the principal policy directive...", expressed the view that "it is therefore important to rectify the present deficiencies and to develop planning and budget procedures,

including the setting of priorities, which can facilitate agreement among Member States on the content and level of the budget of the Organization"; 2/

(b) The General Assembly emphasized, in paragraph 3, section II of resolution 41/213, its resolve to achieve improvement in the consultative process for the formulation of the medium-term plan, inter alia, through full implementation of the Programme Planning Regulations and Rules, and submission of the introduction to the medium-term plan, which constitutes an integral element in the planning process, to Member States for wide consultations. The Assembly was also innovative in deciding to consider in the same year as the medium-term plan, or its revisions, a budget outline for the following biennium, thus establishing a closer relationship between the medium-term plan and the programme budget, particularly concerning the determination of priorities and the level of resources needed for carrying out the activities described in the medium-term plan or its revisions for that relevant biennium;

(c) A full implementation of the Regulations and Rules implies a closer relationship between the medium-term plan and the programme budget. One way to achieve this is to have a programme structure that would foreshadow to the extent possible the organizational structure of the Secretariat which is fundamentally based on the mandates of the United Nations. Regulation 3.6 (b) of the Programme Planning Regulations and Rules states that: "The medium-term plan shall identify...: Programmes, consisting, within a major programme, of all activities in a sector which are under the responsibility of a distinct organizational unit, normally at the division level." A regrouping of programmes would permit a closer relationship between programmes and sections of the programme budget, thus making the programmes more operational, more transparent, and introducing more accountability, and a greater capacity to take into account changes in objectives and strategies. Such a closer relationship would be all the more necessary in the future in view of the innovations and reforms introduced by resolution 41/213, in particular, as mentioned above, the consideration by the General Assembly of a programme budget outline the same year as the medium-term plan or its revisions. The discussions in the Committee for Programme and Co-ordination, at its resumed twenty-eighth session, highlighted the important role of the medium-term plan and the planning process in the determination of priorities and of the level of resources for a biennium. In order to fulfil this role, there would be a need for the plan, not only at the time of its preparation, but also during its implementation, to be a primary focus for discussion between the Secretariat and Member States and among Member States as well as within the Secretariat.

7. Lastly, a new structure based on a consolidation of programmes and subprogrammes is needed because, from its inception, the current plan contained a nuber of programmes and subprogrammes that did not necessarily have resources in the budget commensurate with the planned objectives. This led to difficulties of management, of evaluation and, in some cases, to a risk of trivialization of objectives and mandates. A related issue is that each programme should to the maximum extent possible fall under the responsibility of a department/office. This does not mean, of course, that activities would be limited to one department but that the major responsibility - and the bulk of resources - should definitively be under one programme manager.

C. Consolidated structure and coverage of mandated activities

8.   The programmes and subprogrammes are the operational subdivisions of the plan.   Given the provisions of the Regulations and Rules that all the activities of the Organization have to be included in the plan, it would appear that there would not be any risk that mandated activities would be eliminated through a revision of the programme structure.   Programme managers when making proposals to the Secretary-General through the competent intergovernmental bodies will reflect the mandates that fall within their area of responsibility. Member States, represented in the relevant sectoral, regional and functional bodies, in the Committee for Programme and Co-ordination and ultimately in the General Assembly, will have the opportunity to review the relevant Secretariat proposals for the medium-term plan and to ensure that all mandated activities are included and that the activities proposed at the initiative of the Secretary-General fall within the decisions adopted by intergovernmental bodies and conferences.

9.   The plan should not only incorporate activities mandated ex ante, but should also be flexible enough to be responsive to legislative changes.   In this regard, the full implementation by Member States and the Secretariat of the Regulations and Rules on priority setting, the involvement of Member States at a very early stage in the preparation of both the medium-term plan and the programme budget and a greater role of the plan vis-a-vis the programme budget should ensure that such legislative changes would be taken into account. Again, a consolidated structure of programmes and subprogrammes would be one of the conditions for allowing a more transparent and more rational redeployment of resources which might be called for by changing mandates and changing priorities.

10.   A major objective of the Secretariat, to be achieved, inter alia, through a new structure, is to reconcile comprehensiveness - all the sectors/areas of activities of the United Nations in the 1990s should be covered - and transparency: the text of the plan, the wording of the programmes and subprogrammes and, ultimately, the description of the problems, objectives and strategies should be clear and understandable to United Nations as well as non-United Nations readers.

D. Main characteristics of the proposed new structure

11.   The four parts proposed, corresponding to the overall functions of the Organization, should be seen as the equivalent of chapters.   They do not, and will not, correspond to the "parts" of the programme budget.   Such a link is more likely to be established, in due time, between major programmes and parts of the programme budget.

12.   The 10 proposed major programmes have been elaborated in the light of the comments made by Member States during the second regular session of the Economic and Social Council and the resumed session of the Committee for Programme and Co-ordination.   These comments were made on the basis of the provisional structure of major programmes contained in the draft introduction (A/43/329, para. 33).

13. A list of 44 programmes is proposed. A number of these programmes will encompass activities pertaining to more than one major programme. For example, programme 11, Law of the sea and ocean affairs, has legal and economic dimensions, and programme 21, Population, has economic, social and overall development aspects. It should be understood that the dominant characteristic of a programme has determined its position in the structure and that its other dimensions will not be neglected. Also, activities of the United Nations which, though essential for the international community, are primarily the responsibility of specialized agencies, do not appear in the structure. Primary examples are employment, food and agriculture, and industrialization. Besides being part, as appropriate, of programmes such as Global development issues and policies (programme 14) such activities would be reflected in subprogrammes under the programmes of the regional commissions.

Notes

1/ <u>Official Records of the General Assembly, Forty-second Session, Supplement No. 16</u> and Addendum (A/42/16 and Add.1).

2/ <u>Ibid., Forty-first session, Supplement No. 49</u> (A/41/49).

Annex I

PROPOSED PROGRAMME STRUCTURE OF THE MEDIUM-TERM PLAN
FOR THE PERIOD BEGINNING IN 1992

Part One: International peace and security and international law

MAJOR PROGRAMME I: MAINTENANCE OF PEACE AND SECURITY, DISARMAMENT AND
DECOLONIZATION

Programmes

  1. Good offices, special missions and peace-keeping operations

  2. Political and Security Council affairs

  3. Political and General Assembly affairs

  4. Special political questions, trusteeship and decolonization

  5. Namibia

  6. Question of Palestine

  7. Elimination of apartheid

  8. Disarmament

  9. Peaceful uses of outer space

MAJOR PROGRAMME II: CODIFICATION AND DEVELOPMENT OF INTERNATIONAL LAW

Programmes

  10. International law

  11. Law of the sea and ocean affairs

Part Two: International co-operation for economic and social development

MAJOR PROGRAMME III: ECONOMIC AND SOCIAL AFFAIRS

Programmes

  12. Economic and Social Council affairs

  13. Overall issues and policies, including co-ordination

MAJOR PROGRAMME IV: INTERNATIONAL ECONOMIC CO-OPERATION FOR DEVELOPMENT

Programmes

  14. Global development issues and policies

15. International trade

16. Development finance and resource flows

17. Special programmes and activities, including least developed, land-locked and island developing countries

18. African economic recovery and development

19. Environment

20. Science and technology

21. Population

22. Natural resources and energy

23. Development planning, public administration, finance and management

24. Human settlements

25. Transnational corporations

26. Statistics

MAJOR PROGRAMME V: INTERNATIONAL CO-OPERATION FOR SOCIAL DEVELOPMENT

Programme

27. Global social issues and policies

28. Advancement of women

29. International drug control

30. Crime prevention

MAJOR PROGRAMME VI: REGIONAL   CO-OPERATION   FOR   ECONOMIC   AND   SOCIAL
DEVELOPMENT

Programme

31. Regional co-operation for development in Africa

32. Regional co-operation for development in Asia and the Pacific

33. Regional co-operation for development in Europe

34. Regional co-operation for development in Latin America and the Caribbean

35. Regional co-operation for development in Western Asia

Part Three: International co-operation for the promotion of human rights
              and humanitarian assistance

MAJOR PROGRAMME VII: HUMAN RIGHTS, FUNDAMENTAL FREEDOMS AND HUMANITARIAN
                       AFFAIRS

Programmes

    36.   Promotion and protection of human rights

    37.   International protection of and assistance to refugees

    38.   Disaster relief, including special emergency relief operations

Part Four: Common services

MAJOR PROGRAMME VIII: PUBLIC INFORMATION

Programme

    39.   Public information

MAJOR PROGRAMME IX: CONFERENCE SERVICES

Programme

    40.   Conference and library services

MAJOR PROGRAMME X: ADMINISTRATIVE SERVICES

Programmes

    41.   Administrative direction and management

    42.   Human resources and management

    43.   Programme planning, budget and finance

    44.   General services

Annex II

STRUCTURE OF THE CURRENT MEDIUM-TERM PLAN, INCLUDING ITS REVISIONS FOR THE PERIOD 1990-1991

A. Political, legal and humanitarian

Chapter (major programmes)

1. POLTICAL AND SECURITY COUNCIL AFFAIRS ACTIVITIES

Programme 1. Political and Security Council Affairs activities (excluding activities of the Department for Disarmament Affairs)

Programme 2. Activities of the Department for Disarmament Affairs

Programme 3. Research and the collection of information

2. SPECIAL POLITICAL AFFAIRS, SPECIAL QUESTIONS AND SPECIAL MANDATES

Programme 1. Special political affairs

Programme 2. Special political questions

Programme 3. Special mandates

3. INTERNATIONAL JUSTICE AND LAW

Programme 1. Upholding, strengthening and unifying the rule of law in the affairs of the United Nations

Programme 2. International agreements

Programme 3. Progressive development and codification of international law

Programme 4. Conduct of the general legal work of the United Nations and development of specialized branches of law

Programme 5. Progressive harmonization and unification of the law of international trade

4. POLITICAL AFFAIRS, TRUSTEESHIP AND DECOLONIZATION

Programme 1. Trusteeship

Programme 2. Decolonization

Programme 3. Namibia

5. DISASTER RELIEF

Programme Disaster relief

6. HUMAN RIGHTS

Programme   Centre for Human Rights

7. INTERNATIONAL DRUG CONTROL

Programme 1.   Division of Narcotic Drugs

Programme 2.   Secretariat of the International Narcotics Control Board

8. INTERNATIONAL PROTECTION OF AND ASSISTANCE TO REFUGEES

Programme 1.   Office of the United Nations High Commissioner for Refugees
(UNHCR)

Programme 2.   United Nations Relief and Works Agency for Refugees in
the Near East (UNRWA)

B. Public information

9. PUBLIC INFORMATION

Programme   Public information

C. Economic and social

10. DEVELOPMENT ISSUES AND POLICIES

CENTRAL PROGRAMMES

Programme 1.   Global development issues and policies (DIESA)

Programme 2.   Technical co-operation in development issues and policies
(DTCD)

REGIONAL PROGRAMMES

Programme 3.   Development issues and policies in Africa (ECA)

Programme 4.   Development issues and policies in Europe (ECE)

Programme 5.   Development issues and policies in Latin America and the
Caribbean (ECLAC)

Programme 6.   Development issues and policies in Western Asia (ESCWA)

Programme 7.   Development issues and policies in Asia and the Pacific
(ESCAP)

11. ENERGY

CENTRAL PROGRAMMES

Proqramme 1.   Survey of the enerqy situation in its international context
and promotion of new and renewable sources of enerqy (DIESA)

Proqramme 2.   Resource assessment, energy planning and technoloqy transfer
(DTCD)

REGIONAL PROGRAMMES

Proqramme 3.   Enerqy issues in Africa (ECA)

Proqramme 4.   Enerqy issues in Europe (ECE)

Proqramme 5.   Energy issues in Latin America and the Caribbean (ECLAC)

Proqramme 6.   Enerqy issues in Western Asia (ESCWA)

Proqramme 7.   Enerqy issues in Asia and the Pacific (ESCAP)

12. ENVIRONMENT

CENTRAL PROGRAMME

Proqramme 1.   Global proqramme (UNEP)

REGIONAL PROGRAMMES

Proqramme 2.   Environment in Africa (ECA)

Proqramme 3.   Environment in Europe (ECE)

Proqramme 4.   Environment in Latin America and the Caribbean (ECLAC)

Proqramme 5.   Environment in Western Asia (ESCWA)

Proqramme 6.   Environment in Asia and the Pacific (ESCAP)

13. FOOD AND AGRICULTURE

CENTRAL PROGRAMME

Proqramme 1.   World food issues (WFC)

REGIONAL PROGRAMMES

Proqramme 2.   Food and agriculture in Africa (ECA)

Proqramme 3.   Food and agriculture in Europe (ECE)

Programme 4.   Food and agriculture in Latin America and the Caribbean
(ECLAC)

Programme 5.   Food and agriculture in Western Asia (ESCWA)

Programme 6.   Food and agriculture in Asia and the Pacific (ESCAP)

14.   HUMAN SETTLEMENTS

CENTRAL PROGRAMME

Programme 1.   Global human settlements issues (United Nations Centre
for Human Settlements: HABITAT)

REGIONAL PROGRAMMES

Programme 2.   Human settlements in Africa (ECA)

Programme 3.   Human settlements in Europe (ECE)

Programme 4.   Human settlements in Latin America and the Caribbean (ECLAC)

Programme 5.   Human settlements in Western Asia (ESCWA)

Programme 6.   Human settlements in Asia and the Pacific (ESCAP)

15.   INDUSTRIAL DEVELOPMENT

REGIONAL PROGRAMMES

Programme 1.   Industrial development in Africa (ECA)

Programme 2.   Industrial development in Europe (ECE)

Programme 3.   Industrial development in Latin America and the Caribbean
(ECLAC)

Programme 4.   Industrial development in Western Asia (ESCWA)

Programme 5.   Industrial development in Asia and the Pacific (ESCAP)

16.   INTERNATIONAL TRADE AND DEVELOPMENT FINANCE

CENTRAL PROGRAMMES

Programme 1.   Money, finance and development (UNCTAD)

Programme 2.   Commodities (UNCTAD)

Programme 3.   Manufactures and semi-manufactures (UNCTAD)

Programme 4.   Economic co-operation among developing countries (UNCTAD)

Programme 5.   Trade among countries having different economic and social
                systems (UNCTAD)

Programme 6.   Least developed, land-locked and island developing countries
                (UNCTAD)

Programme 7.   Insurance (UNCTAD)

Programme 8.   Trade facilitation (UNCTAD)

Programme 9.   Trade promotion and export development (ITC)

REGIONAL PROGRAMMES

Programme 10.   International   trade   and   development   finance   in   Africa
                (ECA)

Programme 11.   International   trade   and   development   finance   in   Europe
                (ECE)

Programme 12.   International trade and development finance in Latin America
                and the Caribbean (ECLAC)

Programme 13.   International   trade   and   development   finance   in   Western
                Asia (ESCWA)

Programme 14.   International   trade   and   development   finance   in   Asia   and
                the Pacific (ESCAP)

17. NATURAL RESOURCES

CENTRAL PROGRAMMES

Programme 1.   Natural resources (DIESA)

Programme 2.   Natural resources (DTCD)

REGIONAL PROGRAMMES

Programme 3.   Natural resources in Africa (ECA)

Programme 4.   Natural resources in Europe (ECE)

Programme 5.   Natural resources in Latin America and the Caribbean (ECLAC)

Programme 6.   Natural resources in Western Asia (ESCWA)

Programme 7.   Natural resources in Asia and the Pacific (ESCAP)

18. POPULATION

CENTRAL PROGRAMMES

<u>Programme 1.</u>   Analysis of world population (DIESA)

<u>Programme 2.</u>   Technical co-operation in population (DTCD)

REGIONAL PROGRAMMES

<u>Programme 3.</u>   Population in Africa (ECA)

<u>Programme 4.</u>   Population in Latin America and the Caribbean (ECLAC)

<u>Programme 5.</u>   Population in Western Asia (ESCWA)

<u>Programme 6.</u>   Population in Asia and the Pacific (ESCAP)

19.   PUBLIC ADMINISTRATION AND FINANCE

CENTRAL PROGRAMME

<u>Programme 1.</u>   Technical co-operation in public administration and finance
                (DTCD)

REGIONAL PROGRAMMES

<u>Programme 2.</u>   Public administration and finance in Africa (ECA)

<u>Programme 3.</u>   Public administration and finance in Western Asia (ESCWA)

20.   SCIENCE AND TECHNOLOGY

CENTRAL PROGRAMMES

<u>Programme 1.</u>   Science and technology for development (CSTD)

<u>Programme 2.</u>   Transfer of technology (UNCTAD)

REGIONAL PROGRAMMES

<u>Programme 3.</u>   Science and technology in Africa (ECA)

<u>Programme 4.</u>   Science and technology in Europe (ECE)

<u>Programme 5.</u>   Science and technology in Latin America and the Caribbean
                (ECLAC)

<u>Programme 6.</u>   Science and technology in Western Asia (ESCWA)

<u>Programme 7.</u>   Science and technology in Asia and the Pacific (ESCAP)

RELATED SCIENCE AND TECHNOLOGY ACTIVITIES IN OTHER CHAPTERS (major programmes)

Chapter 10. Development issues and policies (DIESA and DTCD)

Chapter 11. Energy (DTCD)

Chapter 12. Environment (UNEP)

Chapter 15. Industrial development (UNIDO)

Chapter 17. Natural resources (DIESA and DTCD)

Chapter 23. Transnational corporations (UNCTC)

21. SOCIAL DEVELOPMENT AND HUMANITARIAN AFFAIRS

CENTRAL PROGRAMME

Programme 1. Global social development issues (DIESA)

REGIONAL PROGRAMMES

Programme 2. Social development in Africa (ECA)

Programme 3. Social development in Latin America and the Caribbean (ECLAC)

Programme 4. Social development in Western Asia (ESCWA)

Programme 5. Social development in Asia and the Pacific (ESCAP)

22. STATISTICS

CENTRAL PROGRAMMES

Programme 1. World statistics (DIESA)

Programme 2. Technical co-operation in statistics (DTCD)

REGIONAL PROGRAMMES

Programme 3. Statistics in Africa (ECA)

Programme 4. Statistics in Europe (ECE)

Programme 5. Statistics in Latin America and the Caribbean (ECLAC)

Programme 6. Statistics in Western Asia (ESCWA)

Programme 7. Statistics in Asia and the Pacific (ESCAP)

23. TRANSNATIONAL CORPORATIONS

Programme   Transnational corporations (United Nations Centre on Transnational Corporations and its joint units with the regional commissions)

24. TRANSPORT, COMMUNICATIONS AND TOURISM

CENTRAL PROGRAMMES

Programme 1.   Transport development (DIESA)

Programme 2.   Shipping (UNCTAD)

REGIONAL PROGRAMMES

Programme 3.   Transport, communications and tourism in Africa (ECA)

Programme 4.   Transport, communications and tourism in Europe (ECE)

Programme 5.   Transport, communications and tourism in Latin America and the Caribbean (ECLAC)

Programme 6.   Transport, communications and tourism in Western Asia (ESCWA)

Programme 7.   Transport, communications and tourism in Asia and the Pacific (ESCAP)

25. MARINE AFFAIRS

CENTRAL PROGRAMMES

Programme 1.   Law of the sea affairs

Programme 2.   Economic and technical aspects of marine affairs

REGIONAL PROGRAMMES

Programme 3.   Marine affairs in Africa (ECA)

Programme 4.   Marine resources and Latin American and Caribbean development (ECLAC)

Programme 5.   Marine resources in Asia and the Pacific (ESCAP)

26. PROGRAMME PLANNING, BUDGETING AND FINANCE SERVICES

Programme 1.   Financial management and control

Programme 2.   Financial services relating to peace-keeping matters

Programme 3.   Programme planing, budgeting and monitoring

Programme 4. Evaluation and management analysis of the United Nations programmes

Programme 5. Financial accounting and reporting activities

Programme 6. Treasury services

27. HUMAN RESOURCES MANAGEMENT

Programme 1. Programme planning and information systems

Programme 2. Staffing, placement and career development

Programme 3. Staff administration and training

Programme 4. Medical and employee assistance

Programme 5. Reviews and appeals

28. GENERAL SERVICES

Programme 1. Security and safety

Programme 2. Commercial services

Programme 3. Technical support services

29. OTHER MANAGEMENT AND TECHNICAL SUPPORT SERVICES

Programme 1. Internal audit services

Programme 2. Electronic support services

30. CONFERENCE AND LIBRARY SERVICES

Programme 1. Editorial and official records services

Programme 2. Interpretation and meeting services

Programme 3. Translation services

Programme 4. Publishing services

Programme 5. Dag Hammarskjold Library services

Programme 6. Conference services, Geneva

Programme 7. Library services, Geneva

Programme 8. Conference and library services, Vienna

31. PROGRAMME CO-ORDINATION

Programme   Programme co-ordination