

balances economic and social agendas for the purpose of improving the well-being of society. This global consensus offers an opportunity to restore confidence in the work of the United Nations system in these fields and to dispel the perception of aimlessness and drift. The UN can continue to play an invaluable role in forging global agreements on development goals, in advocating core values, and in responding to development and humanitarian needs.

We must seek to anchor change in a commitment to people-centred sustainable development. A strong emphasis must be placed on poverty reduction and on the integration of the poorest countries into the world economy. No single country, or even group of countries, can achieve global results. We are determined to work with all UN Member States to pursue these goals efficiently and effectively. Let me take this opportunity to set out some ideas on the way to renew commitment to the UN's economic and social work.

First is the need to achieve the right balance between wide-ranging debate and decisions on which programs should be adopted. The justified breadth of debate does not mean that UN programs should be established to address every problem. There are many other actors who play important roles. The UN should focus on what it is uniquely equipped to achieve.

Second is the need for a fresh sense of the real goals of development. The outcomes of the major conferences are at the core, and their distillation and co-ordinated follow-up should be a touch-stone for the UN in the economic and social fields.

The proliferation of programs and bureaucracy must be reversed. Fragmentation, duplication and overlap erode confidence. The roles and functions of organizations and agencies should be examined and refocused to ensure that they are oriented to future needs. The *Agenda for Development* is an important opportunity to initiate the institutional change required.

Improving co-operation with and among specialized agencies is essential to give limited resources some impact. The Economic and Social Council [ECOSOC] must take more responsibility for policy co-ordination within the UN system. A start has been made in Geneva this past summer. The recent establishment of UNAIDS is a promising example of what can be achieved. The exercise of leadership by executive heads of agencies and programs is key here, particularly in co-ordinating the follow-up to international conferences and ensuring that duplication, overlap and needless spending is eliminated as much as possible.

We must effectively harness the complementary roles of the UN and of the Bretton Woods institutions. To ensure a smooth transition from emergencies to rehabilitation, improved co-operation in