

of these activities, both in respect to policy development and at the country level. In so doing they should be mindful of the co-ordinating role of the Director-General, and the central role of the UNDP.

In his opening address, the Director-General mentioned some concrete measures which merit consideration, namely the institutionalization of inter-agency co-operation, co-ordinated programming by the UNDP, the United Nations Fund for Population Actions, United Nations Children's Fund and the World Food Program, and the preparation of annual reviews by the resident co-ordinators. I also wish to draw the attention of other delegations to the decision of the Administrative Committee on Co-ordination that the practice of periodic meetings between the resident co-ordinator and the agency representatives should be encouraged.

Would it not be appropriate to follow the logic and to take a further step in this direction? We must, of course, maintain a margin of flexibility in order to avoid overly formalizing or "bureaucratizing" the process. We must also take into account the particular situation in each country. However, it would certainly be worthwhile to give an official status to these periodic meetings and to formally recognize them as a valuable means of co-ordination by giving them a permanent status perhaps under the title of "committees on co-ordination". These committees should include the local and international personnel already involved and their objective should be to co-ordinate ongoing or planned activities in order to avoid duplication and to improve efficiency.

I believe that it would be very useful, in this context, for all members of this committee to receive, as soon as possible, a copy of the summary of reports received from the resident co-ordinators on this subject, as mentioned in paragraph 61 of the appendix to document A/38/276.

Harmonization

On the subject of project and program delivery, we again express our support for integration of the field offices and harmonization of procedures in order to reduce administrative costs and produce more effective, coherent action at the country level. As we noted in Geneva at the summer session of ECOSOC, we regret that the policy review did not give more attention to this question, which we consider to be very important. The next annual report on operational activities should, we feel, contain a progress report on this specific question. However, we are pleased to note that the subject is being reviewed, and we support the Director-General in this regard. The main purpose is to ensure that the procedural differences between the agencies do not present an obstacle to the programming process.

Evaluation

We are pleased to note that the report of the Director-General underscores the need for better systems of evaluation. We support the comments of the Director-General to the effect that such efforts lead to improved use of resources, as well as his description of the role and responsibilities of the decision-making organs. However, we must bear in mind that this approach imposes a greater burden on the UNDP, in view of the large number of organizations and agencies with which it must deal.

We wish to reaffirm our support for the Director-General, and we encourage him to exercise fully his mandate both in terms of the leadership that he must provide for the various components of the UN