

human or financial resources to approach sustainable development in this way. Thus one of the challenges facing us is to take the institutions we already have, to refine and clarify their mandates, to structure their relationships with each other, and with us, their governors, in such a way that we create synergy among the various players.

There is a growing body of experience in such institutional innovation, as the agencies of the multilateral system work together in the Consultative Group for International Agricultural Research (CGIAR), Tropical Forestry Action Program (TFAP), Global Environmental Facility (GEF) and the Water Supply and Sanitation Collaborative Council (WSSCC).

Based on these observations, my delegation will make use of a number of criteria to scrutinize institutional proposals as they are developed. First, we will ask, does this proposal add activities which cannot be undertaken effectively by existing institutions, are we assured that it is non-duplicative? Second, has the proposal been developed in the broad context of global activities for environment and development, taking into account the full range of the multilateral system, as well as national and regional programs, and is it appropriately cross referenced to other sectors? Third, does the proposal increase our reach, does it allow us to gain access to the talents of the scientific community, the NGOs, the business community? Fourth, is the proposed form of governance fair and transparent, giving the appropriate voice to each stakeholder?

With those criteria in mind, my delegation would like to propose that a number of steps to taken between now and the 4th Prep Com to focus and refine our discussions.

- \* Drawing on the work of WGs I and II, the secretariat should prepare a comprehensive picture of the state of play on institutions by completing the matrix proposed by my delegation on Monday, and by exploring in more detail the range of options available for the strengthening of UNEP, UNDP, and other key institutions. One useful input in this exercise would be the views of the agencies themselves.
- \* Concrete proposals for the monitoring of Agenda 21, and of the integration of environment and development in the work of the UN has been made by a number of colleagues this morning. This and other options should be fleshed out for review in March.