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AN INTEGRATED CONCEPTUAL FRAMEWORK:

What is the desirable outcome of reform in the UN Specialized Agencies? In which direction should efforts be made? It is to answer these two questions that an integrated conceptual framework was drawn. Its main elements can be summarized as follows:

- 1 UN Agencies should continue to be active, strong, and largely self-directing institutions whose essential purpose is to conduct and manage activities, projects, and programmes in pursuit of agreed objectives;

- 2 Agencies should have a strong sense of the future direction of their programmes, functions, or mandate. The direction should be determined primarily on the basis of well-informed decisions taken by the Membership. Administrative structures should give the Agencies a built-in ability to evolve in response to needs and opportunities;

- 3 A proper balance should be maintained between authority and responsibility, on the basis that the global management of Agencies is shared between Directors-General and Executive Boards and that ultimate, supreme authority is exercised by their General Conferences;

- 4 The structure of the decision-making process on the operational side (cycle of planning, selecting, scheduling/programming, implementing, and evaluating programmes) and on the financial side (cycle of budgeting, mobilizing, spending, and accounting for resources) should encourage decision-making accountability and should allow for rigorous and effective control over operations and resources at each phase of the cycles;

- 5 A strong and permanent link should be established between financial and operational decision-making especially at the most senior level, normally the Director-General and the Executive Board;