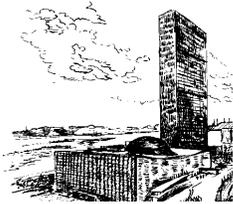


Part 2



Reform of the United Nations

Reform of the United Nations

During 1998, UN Secretary General Annan continued to move forward with significant administrative and budgetary reforms: the 1998-1999 UN budget came in slightly under the U.S.-legislated cap; the three major specialized agencies (Food and Agriculture Organization, International Labor Organization, and World Health Organization) achieved no-growth budgets for 1998-1999; administrative overhead costs were steadily reduced and an account was set up to reprogram these savings into development activities; and the Office of Internal Oversight Services identified millions of dollars in cost savings.

Many of the Secretary General's "Track One" and "Track Two" reforms were implemented, improving the efficiency of UN activities in the areas of development, humanitarian relief, human rights, and peace-keeping. As of the end of the year, however, the General Assembly had not yet acted on some of the other recommendations put forward by the Secretary General: results-based budgeting and sunset provisions for new UN programs; operating procedures for the account to reprogram administrative savings into development activities; and further streamlining targeted Economic and Social Council subsidiaries. The United States continued to press for implementation of these measures.

Apart from these efforts, discussions continued on reforming peace-keeping operations and possibly expanding the Security Council to 20 or 21 members, including permanent seats for Germany and Japan. Also, the General Assembly authorized a Millennium Assembly and Summit to begin in September 2000 to focus on the future of the organization.

Secretary General's Reform Initiatives

UN Secretary General Kofi Annan incorporated many U.S. ideas on improving UN economic and social institutions, activities, and programs into his two 1997 reform packages ("Track One" and "Track Two" reforms). The United States worked to generate member-state enthusiasm and active support for their prompt implementation. In December 1997, the General Assembly adopted the Track One measures and most of the Track Two recommendations by consensus, effecting major improvements in UN activities in development, humanitarian relief, human rights,

and peacekeeping. Many of these proposals were implemented during 1998.

- Measures already implemented include: reduction by over 900 in the UN personnel ceiling; creation of a Deputy Secretary General position; consolidation of three UN economic departments into a new Department of Economic and Social Affairs; consolidation of UN development activities into a UN Development Group; better coordination of UN humanitarian relief; incorporation of the Human Rights Center into the Office of the High Commissioner for Human Rights; improvement in UN General Assembly working methods; approval of a new code of conduct; and establishment of an account to reprogram administrative savings into development programs.
- A measure not fully implemented is determining how the development account will operate. The Fifth Committee made no decisions on this in 1998, and will continue discussing the issue during its 1999 resumed sessions.
- Measures still under consideration include results-based budgeting and sunset provisions for new UN programs, both of which the U.S. Congress wants implemented.

Reforms in International Organizations: UN Headquarters

I. Reduction in overall budgets

In December 1997, the General Assembly approved a no-growth budget of \$2.532 billion for the 1998-1999 biennium. At the end of the first year, the budget was adjusted downward to \$2.527 billion. At its current level, the UN budget is lower than at any time since the 1992-1993 biennium.

II. Reduction in administrative costs

The Secretary General initiated a steady reduction of administrative overhead. He lowered personnel costs, reducing the UN personnel ceiling by over 900 positions. He set up an account to reprogram administrative savings into development activities. The Fifth Committee still needs to determine how the account will operate; it will continue deliberating this during its 1999 resumed sessions.

Standards of conduct for staff were strengthened. The Secretariat proposed, and the General Assembly adopted, strengthened staff rules and regulations that addressed issues of importance to the United States, including nepotism, conflict of interest, and financial disclosure requirements for senior officials.

Procurement was more efficient. In the peacekeeping area, recent data showed less reliance on assistance from governments, which is generally more costly than procurement through commercial sources. Competition was strengthened: the percentage of procurements that were competitively bid increased from 31 percent in 1994 to 82 percent in 1998. Invitations to bid and contract awards were publicized on the Internet. The United Nations and eleven UN organizations implemented a Common

Supplier Database that expanded the number of potential suppliers to each organization and provided a single gateway to procurement opportunities for suppliers. The qualifications of headquarters procurement staff improved. Ninety percent of staff now have a background in procurement; senior officers have an average of 17 years' experience with government or military procurement.

Internal oversight was made more effective and transparent. The Office of Internal Oversight Services (OIOS) conducted 80 audits, inspections, evaluations, and investigations in 1998. Over the four years since it was established, the rate of managers' compliance with OIOS' recommendations steadily increased. To further strengthen transparency and credibility, OIOS included in the report that is transmitted to the General Assembly an itemized list of all its activities and, upon request, provided briefings to member states on its findings and recommendations.

III. Elimination of duplicative activities

The Secretary General streamlined the work of three Secretariat economic departments by merging them into a new Department of Economic and Social Affairs.

IV. Elimination of inefficient operations

By abolishing the ineffective Department of Humanitarian Affairs and establishing the Office for the Coordination of Humanitarian Affairs (OCHA), the Secretary General greatly improved the delivery of humanitarian assistance. OCHA provided much-needed policy development and coordination functions: it assesses a situation and focuses on coordinating an appropriate response, while other UN entities handle the operational requirements.

The Secretary General took steps to make UN headquarters management operations more efficient. So that he can concentrate on diplomatic and political matters, he created a Deputy Secretary General position; the Deputy Secretary General relieves him of the responsibility of handling the day-to-day management issues. The Secretary General also reorganized the Secretariat's work in terms of core areas by adopting a cabinet-style management structure. There are Executive Committees on peace and security, economic and social affairs, development cooperation, and humanitarian affairs; human rights is an overarching category.

Peacekeeping Reform

The year 1998 proved to be one of transition for the Department of Peacekeeping Operations (DPKO): the phase-out of *Gratis* Military Officers as a result of a General Assembly resolution; the resultant request for additional paid positions; and improvements in the management of Civilian Police operations highlight 1998 activities.

In 1997, General Assembly Resolution 51/252 directed the phase-out of 134 *Gratis* Military Officers by February 1999. As a result of this resolution, the Secretariat's 1998/1999 Peacekeeping Support Account (PSA) proposal requested funding for 469 positions, an increase of 126 positions

from the previous year. The U.S. Government urged DPKO to use this opportunity to conduct a thorough bottom-up review, to identify core functions within DPKO and requirements for increases/decreases based on numbers of operations, and to identify redundancies between DPKO and other peacekeeping backstopping positions outside DPKO. In the absence of this review, the U.S. Government was instrumental in holding the PSA funded positions to 400. This equated to a 15 percent decrease in total staffing of DPKO.

Recognizing the increasingly important role of civilian police (CIVPOL) in peacekeeping operations, in March 1998, at the U.S. Government's urging, DPKO hosted a civilian police seminar entitled "The Role of Police in Peacekeeping Operations." Among other things, the seminar identified the need for follow-up workshops along thematic lines, including training and standards, recruitment, and planning. In December 1998, the U.S. Government cosponsored with Argentina the first thematic workshop on strategic planning for civilian police operations. As a result of the workshop, the International Police Planning Guide was developed and distributed to CIVPOL contributors for use as appropriate. The U.S. Government continued to urge other partnerships to develop CIVPOL capacity among the international community.

The Standby Arrangements Initiative, the system which permitted the United Nations to identify possible contributors to peacekeeping operations based on member states' own designation of potentially available units, continued to grow. To date, 80 nations have signed on with potential contributions of over 100,000 troops.

Security Council Reform

The United States supported an expanded Security Council, including permanent seats for Germany and Japan. The United States is also willing to consider three new permanent seats from the developing countries of Asia, Africa, and Latin America and the Caribbean, up to a maximum of 20-21 members. The expanded Council's composition should continue to reflect political, economic, and security realities. There should be no change in the status or privileges of the existing permanent members, and the integrity of the veto must remain intact.

During 1998, the General Assembly debated the reform and expansion of the Security Council extensively. The Open-Ended Working Group on the Question of Equitable Representation on and Increase in the Membership of the Security Council and Other Matters related to the Security Council met for the fifth consecutive year. The General Assembly adopted by consensus Resolution 53/30 in which it determined it would not adopt any resolution or decision on the question of equitable representation on and increase in the size of the Security Council without the affirmative vote of two thirds of the members of the General Assembly. The United States noted in its address that any resolution concerning these important issues should command the widest possible support from UN members.