



ECONOMIC COMMISSION FOR EUROPE

WORK PLAN ON ECE REFORM

1. Based on the recommendations on the role, mandate and functions of the ECE reflected in the report on the state of the ECE, the Commission adopts the following decision:

I. MISSION STATEMENT

2. The United Nations Economic Commission for Europe (UNECE) as a multilateral platform facilitates greater economic integration and cooperation among its fifty-five Member States and promotes sustainable development and economic prosperity through:

- policy dialogue,
- negotiation of international legal instruments,
- development of regulations and norms,
- exchange and application of best practices as well as economic and technical expertise,
- technical cooperation for countries with economies in transition.

3. The ECE contributes to enhancing the effectiveness of the UN through the regional implementation of outcomes of global UN Conferences and Summits.

II. GOVERNANCE STRUCTURE

4. The governance structure shall be reformed in order to enhance accountability, transparency and the horizontal coherence of the activities of the organization with a view to enabling the organization to better respond to the needs of its Member States.

5. The existing Terms of Reference and Rules of Procedure of ECE will be amended accordingly.

A. The Commission

6. The Commission is the highest decision-making body of the organization.
7. It is responsible for taking strategic decisions on the ECE Programme of Work and the allocation of resources without prejudice to the competence of the Fifth Committee.
8. It also provides a forum for a policy dialogue at high level on economic development for the region.
9. The Commission meets once every two years in Geneva as of 2007, taking into account the provisions of rules 1 and 2 of the Rules of Procedure. The Commission at its 2009 session will review the reform of the UNECE including the question of frequency of its sessions.
10. The Commission is chaired by the representative of the country elected by the Commission for the period of the biennium. The chair is assisted by 2 vice-chairs who will be representatives of 2 countries elected at the same session.

B. The Executive Committee

11. The implementation of the overall guidance set by the Commission is entrusted to the Executive Committee.
12. Representatives of all ECE Member States participate in the Executive Committee.
13. The chairs of the Sectoral Committees – or the vice-chairs – are regularly invited to the meetings of the Executive Committee.
14. The Executive Secretary or his representative takes part in the meetings of the Executive Committee.
15. The Executive Committee is presided by a representative of the country which chairs the Commission. The Chairman of the Executive Committee is assisted by 2 vice chairs elected by the Executive Committee, for the period of one year, renewable.
16. In between the biennial session of the Commission, the Executive Committee acts on behalf of the Commission and can seize itself of all matters related to ECE activities in conformity with the Terms of Reference.
17. In particular, the Executive Committee:
 - prepares the sessions of the Commission,
 - reviews, evaluates and approves in due time the Programmes of work of the sectoral committees, including intersectoral activities and relations with other international organizations, based on the criteria which the Executive Committee shall define and which will include the coherence with the overall objective of the ECE, coordination with other subprogrammes and resource implications;

- approves the set-up, renewal, discontinuance, terms of reference and work plans of groups under the Sectoral Committees, based on the criteria of their relevance to the subprogramme, resource implications, avoidance of duplication and overlap in the ECE activities;
- examines with the chair and vice-chairs of the Sectoral Committees, their report on the implementation of their Programme of Work and other relevant issues;
- ensures coherence between subprogrammes, inter alia by encouraging horizontal communication within the organization;
- deals with all matters related to programme planning, administrative and budget issues, including extrabudgetary funding;
- discusses with Executive Secretary initiatives taken by the Secretariat and the work undertaken by the Office of the Executive Secretary.

18. The Ad Hoc Informal Sessions of the Commission, the Bureau of the Commission, the Group of Experts on the Programme of Work, and the Steering Committee are discontinued. The governance role formerly filled by these bodies shall be performed by the Executive Committee. The existing Monthly Briefings by the Secretariat will be replaced by a regular briefing which shall take place as a rule during the meetings of the Executive Committee.

19. The Executive Committee meets when necessary.

20. All decisions are adopted in formal sessions. For formal sessions, interpretation shall be provided and documentation for decision shall be available in all ECE official languages. The Executive Committee can also meet in informal mode.

21. The Terms of Reference and the Rules of Procedure of the Executive Committee shall be adopted by the Commission.

C. The Sectoral Committees

22. The reference to "Principal Subsidiary Bodies" is discontinued and replaced by "Sectoral Committees".

23. Each subprogramme of the Programme of Work is attributed to a Sectoral Committee.

24. Each Sectoral Committee is responsible for the preparation and implementation of its Programme of Work under the conditions defined by the Commission and the Executive Committee. The Terms of Reference of the Sectoral Committees shall be approved by the Commission.

25. The Sectoral Committees are:

- Committee on Environmental Policy
- Committee on Inland Transport
- Committee on Statistics, further referred to as "Conference of European Statisticians"
- Committee on Sustainable Energy

- Committee on Trade
- Committee on Timber
- Committee on Housing and Land Management
- Committee on Economic Cooperation and Integration

26. All Committees shall review by the end of February 2007:

- their subsidiary intergovernmental bodies in accordance with the Guidelines defined in E/ECE/1407/Add 1. These Guidelines shall be previously reviewed by Member States;
- conference servicing needs;

with a view to rationalizing them, and submit proposals on possible streamlining to the Executive Committee.

27. The Sectoral Committees report once a year and on request to the Executive Committee, through a meeting with their chair and vice-chairs.

28. Sectoral committees will jointly prepare and submit proposals to the Executive Committee on issues and activities of common interest.

D. The Secretariat

29. The Secretariat services the intergovernmental structure entrusted with the implementation of the Programme of Work.

III. PRIORITIES OF THE PROGRAMME OF WORK

30. In order to respond to the actual needs expressed by Member States, the Programme of Work will be restructured. Elements of the subprogrammes of work which are not mentioned below will be maintained. This reform will be implemented within existing budgetary resources.

A. Environment Subprogramme

31. The Subprogramme shall increase its focus on:

- Member States' implementation of their decisions and commonly agreed goals, including those made in the Environment for Europe process, the EECCA Strategy, and the UNECE Environmental Conventions;
- strengthening work on Environmental Performance Reviews and Environmental Monitoring and Assessment, which lays the necessary foundation for evaluating environmental protection and the implementation of these decisions.

32. Greater efforts shall be directed towards the implementation of the ECE environmental programme, notably through further capacity building and workshops at subregional levels.

33. The Committee on Environmental Policy shall study ways and means to strengthen cooperation with UNEP and all other relevant UN institutions and international organizations in

order to optimise the implementation of the Programme of Work in the region and submit proposals to the Executive Committee.

34. The Committee on Environmental Policy shall, in cooperation with the Committee on Inland Transport and in consultation with WHO, strengthen activities relating to:

- THE PEP, including sustainable financing and staffing for the clearing house;
- environmental aspects of transportation,

and submit proposals thereon to the Executive Committee.

B. Transport Subprogramme

35. The Committee on Inland Transport shall strengthen activities in the fields of border crossing and trade facilitation in cooperation with the Committee on Trade and submit proposals thereon to the Executive Committee.

36. The Committee on Inland Transport shall, in cooperation with the Committee on Environmental Policy and in consultation with WHO, strengthen activities relating to:

- THE PEP, including sustainable financing and staffing for the clearing house;
- environmental aspects of transportation;

and submit proposals thereon to the Executive Committee.

37. The Committee on Inland Transport shall submit proposals to the Executive Committee on ways and means of monitoring and strengthening the implementation of key ECE legal instruments on transport, including on road safety.

38. The Committee on Inland Transport shall submit proposals to the Executive Committee on ways and means to strengthen Euro-Asia transport links.

39. The Committee on Inland Transport shall submit proposals to the Executive Committee on ways and means:

- to strengthen the TIR Convention;
- to improve transparency in managing the TIR Convention.

C. Subprogramme on Statistics

40. The coordination of international statistical work, the methodological work and technical cooperation activities shall be strengthened.

41. In order to provide Member States with user-oriented statistics, the Conference of European Statisticians shall submit proposals to the Executive Committee on the actual production of Member States statistics. The contents of the online database shall be reviewed and improved accordingly.

42. The functioning and accessibility of the online database shall be improved in order to facilitate the dissemination of statistics.

43. The publication of “Trends” is discontinued. The production of other publications shall be reviewed by the Conference of the European Statisticians which will submit proposals to the Executive Committee.

44. The resources allocated to the processing of data by this Subprogramme shall be reduced due to the overall reduction of activities in the field of economic analysis.

D. Subprogramme on Economic Cooperation and Integration

45. This Subprogramme will address key aspects of economic development and integration and focus mainly on countries with economies in transition in order to:

- deliver policy advice;
- facilitate policy dialogue, and exchange of experience and best practices;
- develop guidelines.

46. To this extent the Subprogramme will deal with:

- (a) Application of experience gained, lessons learned and best practices conducive to economic growth and innovative development. This work shall be demand driven, focused on specific topics and can be entrusted by the Committee to external experts and relevant organizations and institutions, in particular those from countries with economies in transition. The initial list to be considered by the Committee may include such issues as:
 - (i) Promoting effective public investment and regulatory policies;
 - (ii) Strengthening the competitiveness of the economy through innovative development;
 - (iii) Development of financial systems and services;
 - (iv) Application and adaptation of economic analysis.
- (b) Elaboration of recommendations aimed at creating policy, financial and regulatory environment conducive to economic development, investment and innovation:
 - (i) Creation and development of enterprises and entrepreneurship;
 - (ii) Promotion of knowledge-based economies and innovation;
 - (iii) Promotion of an effective system of IPRs protection;
 - (iv) Promotion of corporate governance, rule of law and public private partnerships through the improvement of transparency and investors confidence, including the establishment of guidelines hereto.

- (c) The Sectoral Committee shall define the modalities of the integration of existing activities in the new Subprogramme with a view to continuing valuable work in the areas mentioned above, and report to the Executive Committee.

47. Networks of experts, advisers and decision-makers shall be set up in order to provide a platform for exchange of national policy experiences and development of standards and best models on these matters.

48. The activities of this Subprogramme shall be built inter alia on the results of the work carried out by other relevant organizations and institutions operating in this field, including UN agencies, with which synergies should be improved.

49. Based on the overall framework above, Member States shall approve the strategic framework no later than end of March 2006 and the Committee on Economic Cooperation and Integration shall submit proposals on its Terms of Reference and Programme of Work to the Executive Committee for approval as soon as possible, at the latest within one year from adoption of this decision.

50. The Executive Committee will review the Subprogramme on Economic Cooperation and Integration no later than 3 years from the adoption of the present decision with a view to assessing if the level of resources is appropriate and optimizing the programme if necessary.

51. A Regional Adviser shall be allocated to this Subprogramme.

E. Subprogramme on Sustainable Energy

52. The Committee on Sustainable Energy shall streamline its activities and improve cooperation with other relevant institutions, in particular the IEA and the Energy Charter. This cooperation could take the form of joint activities, MoU, participation of members of other relevant organizations in the activities of the Subprogramme and vice versa.

53. The Committee on Sustainable Energy shall strengthen activities in the fields of energy efficiency, cleaner energy production, energy security and diversification of energy sources, taking into account environmental concerns. Special attention should be given to cooperation with the Committee on Environmental Policy, the Committee on Inland Transport and the Committee on Timber.

F. Trade Development Subprogramme

54. Activities in the field of Trade Facilitation shall continue and focus on supporting the development of standards carried out by the UNCEFACT.

55. The Committee on Trade shall review the programme on Regulatory Cooperation and Standardization Policies.

56. The activities in the field of agricultural quality standards shall be strengthened. Consultations shall be initiated with the OECD in order to concentrate the activities of the two organizations within the ECE.

57. The Sectoral Committee is renamed as: "Committee on Trade".

58. The Subprogramme is renamed as: "Trade Subprogramme"

G. Timber Subprogramme

59. The Committee on Timber shall submit proposals to the Executive Committee on the development of increased cooperation between the Ministerial Conference on the Protection of Forests in Europe (MCPFE) and ECE, and explore the possibility of a formal framework for this cooperation.

60. The Committee on Timber shall submit proposals to the Executive Committee on ways and means to strengthen its monitoring and analysis activities relating to forest policy and institutions.

61. The Subprogramme is renamed "Subprogramme on timber and forestry".

H. Human Settlements Subprogramme

62. The following programme elements are discontinued:

- the development of Human Settlements Statistics;
- major trends characterizing Human Settlements development.

63. The activities and related resources in the field of real estate (currently carried out under the Industrial Restructuring and Enterprise Development Subprogramme) shall be integrated in the Subprogramme. The Sectoral Committee shall submit proposals to the Executive Committee on the modalities of this integration.

64. The activities and related resources in the field of Population (currently carried out under the Economic Analysis Subprogramme) shall be integrated in the Subprogramme.

65. The Subprogramme is renamed as: "Subprogramme on Housing, Land Management and Population".

66. The Sectoral Committee is renamed as: "Committee on Housing and Land Management".

67. The intergovernmental governance of the Population activities shall be assured by the Executive Committee.

I. Economic Analysis and Industrial Restructuring and Enterprise Development Subprogrammes

68. These Subprogrammes as well as the related intergovernmental structures will be discontinued.

IV. TECHNICAL COOPERATION

69. Technical Cooperation forms an integral part of the ECE's activities. It has to focus on the countries with economies in transition and has to be demand driven.

70. The ECE's Technical Cooperation shall concentrate on the sectors where ECE has in-house expertise and comparative advantage over other organizations. It should be coherent with and support the implementation of the agreed work programmes.

71. The coordination of the ECE Technical Cooperation shall be ensured by the Technical Cooperation Unit reporting directly to the Executive Secretary with appropriate resources to carry out its functions.

72. The intergovernmental governance of the Technical Cooperation shall be assured by the Executive Committee.

73. The impact of the Strategy on Technical Cooperation (E/ECE/1411/Add.1) endorsed by the Commission at its annual session 2004 shall be assessed by the Executive Committee and the Strategy will be reviewed if necessary.

74. Member States shall review, no later than 2 months after the adoption of this decision, the resource allocation among subprogrammes concerning the Regular Programme for technical cooperation (section 23) as foreseen by the decision related to this subject contained in document E/ECE1430/Add.1.

75. The use of ECE's regional advisers shall be strengthened by enabling their participation in capacity-building activities.

76. Evaluations of separate subprogrammes' technical cooperation activities shall be conducted on a regular basis. A common policy and practice for these evaluations shall be implemented.

V. CROSS-SECTORAL ISSUES

A. Millennium Development Goals

77. In order to contribute to the implementation of the Millennium Development Goals (MDGs), the ECE shall:

- offer a platform for all stakeholders to share their information, views and experience, and for improving the coordination of these activities;
- set up and maintain a database on MDG indicators using the database and dissemination infrastructure of the Statistical Subprogramme.

78. The ECE shall cooperate with UNDP to this extent and within existing resources.

B. Gender issues

79. The ECE shall pay particular attention to the gender dimension of development, as a priority cross-cutting theme, by identifying good practice in further mainstreaming gender issues in its various subprogrammes and activities, taking into account the economic areas addressed by the regional Beijing+10 review. This should apply across both regular and operational activities.

C. Private sector and NGOs

80. The Sectoral Committees shall review and report to the Executive Committee on the involvement of the private sector and NGOs, in order to strengthen and further improve their relationship and to increase resources and expertise contributions with a view to optimizing the implementation of the Programme of Work.

VI. RELATIONS WITH OTHER ORGANIZATIONS

81. In order to increase the impact of its work, the ECE shall reinforce its cooperation with key international organizations and institutions in all relevant areas of its work.

82. In particular, regular consultation shall be fostered with other pan-European organizations.

83. In addition to the specific cooperations identified under the different subprogrammes, the cooperation with UNDP should be strengthened. The secretariat shall explore ways and means to improve the synergy between the organization and UNDP.

84. The ECE shall seek to reinforce partnerships with other UN regional commissions, in particular ESCAP, ECA and ESCWA. The Secretariat shall assess possibilities to strengthen SPECA.

85. The Secretariat will keep the Member States informed of these proceedings through the Executive Committee.

86. The implementation of the MoU with OSCE is entrusted to the Office of the Executive Secretary and the Executive Committee shall monitor this implementation.

87. After consultations with other organizations and upon recommendation of the secretariat, the Executive Committee will decide on the opportunity of ECE's engagement in the development of an Early Warning Mechanism.

VII. MANAGEMENT

A. Coordination tasks

88. The Office of the Executive Secretary is entrusted with:

- the follow-up of the implementation of horizontal and sectoral issues coming from the relevant multilateral commitments such as those made at the General Assembly, the ECOSOC and UN Global Conferences and Summits, as well as

the provision of inputs required by these global bodies and by the Secretary-General;

- the coordination of intersectoral and cross-sectoral activities;
- the coordination of ECE inputs to the monitoring of implementation of OSCE commitments in the economic and environmental fields;
- reporting to the Executive Committee on progress in the implementation of any follow-up of agreed measures.

B. Programme Planning and Budget

89. The ECE shall strengthen its programme planning, monitoring and evaluation (PPME) resources and improve the training of its managers in the application of the pertinent skills.
90. A dedicated unit for planning, monitoring and evaluation shall be established and attached to the Office of the Executive Secretary in order to secure the continuous involvement of senior management.
91. To facilitate the assessment of programme performance:
- the Strategic Framework (biennial programme plan) will be consolidated with the programme budget narratives in order to emphasize the linkage between expected accomplishments and outputs financed by the regular budget and extrabudgetary funds.
 - in its reporting to the Executive Committee the Secretariat shall provide, in a user-friendly format, complete information about the allocation of resources from the regular budget and of extrabudgetary resources to the subprogrammes and programme items within their respective programmes of work.
92. The Sectoral Committees together with the Secretariat will take into account the results of the assessment and evaluations when preparing the strategic frameworks for their respective subprogrammes and subsequently the programme narratives.
93. The Secretariat shall provide information to the Executive Committee on cost implications for any programmatic changes proposed for the next biennium during the preparatory process of the programme budget.
94. Any change in resources (both regular and extrabudgetary) materializing after the adoption of the programme budget by the General Assembly shall be presented to the Executive Committee for approval.

C. Monitoring and evaluation, including reporting on performance

95. The Sectoral Committees shall provide complete information concerning the allocation of resources according to programme items within the programme of work of their respective subprogrammes.

96. The Executive Committee shall examine the advisability to develop “downstream” indicators with the Secretariat to better reflect actual accomplishments of the ECE, in particular relating to the use and relevance of ECE soft legislation tools, norms and standards.

97. The ECE shall develop and streamline its evaluation functions and practices in conformity with the relevant decision of the Commission (document E/ECE/1415/Add.1) and in compliance with the instructions of the Office for Internal Oversight Services. This also applies to technical cooperation activities.

D. Human Resources

98. The Executive Secretary shall:

- improve communication, coordination and cooperation across the divisions and subprogrammes;
- promote, through human resources management, staff mobility and skill enhancement to ensure that staff members periodically change divisions and subprogrammes, and encourage staff members to gain experience in other UN and international organizations, as well as in the field.

99. The Secretariat shall provide systematic PPME training to its Programme managers, in particular in cooperation with the Management Consulting unit of the UN Office of Internal Oversight Services. Priority will be given to such training in the training budget allocated to the ECE.

100. The Secretariat shall analyse the merits of using the United Nations Office for Project Services (UNOPS) for the implementation of its extrabudgetary projects and present suggestions to the Executive Committee.

E. Public Relations, Communication and Corporate Image

101. To improve its own corporate image and to attract more attention to its achievements, the Secretariat shall enhance its communications, public relations and contacts with the media, making more and better targeted materials and publications available on the Internet in all ECE official languages and producing appropriate printed materials in quantities that correspond to actual demand.

102. To improve its communication with Member States the Secretariat shall update, in consultation with Member States, the lists of its contacts in government agencies and among governmental experts and address its communications at the appropriate level and through transparent channels.

VIII. RESOURCES

103. The redeployment shall be implemented within existing resources.

104. The abolition of the Subprogrammes on Economic Analysis (excluding Population Activities Unit) and Industrial Restructuring and Enterprise Development will free:

- 1 D and 12 Ps from Economic Analysis
- 4 Ps from Industrial Restructuring and Enterprise Development
- 2 Ps from Statistics (due to reduction of activities related to economic analysis)

Total: 1 D and 18 P posts

105. These posts are redeployed to strengthen other subprogrammes/entities as follows:

Subprogramme / Entity	Number of Posts	Justification
Environment	2 P	Paragraphs 31-32, 34 and 53
Transport	2 P	Paragraphs 35-39 and 53
Statistics	1 P	Paragraphs 40-42 and 77
Economic cooperation and integration	1 D, 8 P	Paragraphs 45-51
Sustainable Energy	1 P	Paragraphs 53
Trade Development	1 P	Paragraphs 35 and 56,
Timber	1 P	Paragraphs 53, 59 and 60
Office of the Executive Secretary and information activities	2 P	Paragraphs 86, 89-94, 97, 101
Total	1 D, 18 P	
