
The Consultative Group
of Ministers or High-level
Representatives
on Broader International
Environmental Governance Reform

United Nations Specialised Agencies versus United Nations Programmes

Note by the Executive Director

Issued without formal editing

Summary

This note serves to help clarifying the basic differences between United Nations Specialised Agencies versus United Nations Programmes, in relation to their legal bases, founding instruments, mandates and source of financing. It is not intended to provide any analysis on the advantages or disadvantages of either body.

Information Paper Comparing UN Specialised Agencies and UN Programmes

Introduction

In discussions on reforms to the international environmental governance system, the issue of UN specialised agencies and UN programmes has been one often brought up. The objective of this paper is therefore to lay out the differences as to the legal background, funding sources, mandate membership, etc. of each type of institution for purely informational and clarification reasons. Specific examples of UN specialised agencies and UN programmes are laid out in table format below to illustrate the case.

UN Specialised Agencies

A specialised agency is an autonomous intergovernmental organisation that has been created through its own independent legal instrument and is normally mandated to address a specific issue, need or function. Specialised agencies are linked to the United Nations through the UN Charter whereby member-states have pledged themselves to “joint and separate cooperation” on social and economic issues including those related to standards of living, economic and social progress, health, human rights, culture and education.¹ The specialised agency provisions of the UN Charter essentially addressed two concerns at the time the charter was adopted. First, that the UN itself could not fully address all international issues without some degree of specialization that delved more deeply into the unique needs that these issues required. Second, that in 1945 at the time the UN Charter was adopted there existed some international organisations that were already working on specific issues for some time. Organisations such as the International Labour Organisation (ILO), the Health Organisation, the predecessor of the World Health Organisation (WHO), and various committees and commissions had already existed under the League of Nations and these organisations needed to be incorporated under the new UN system. Article 55 of the Charter made such incorporation possible and it also left the door open for future independent specialised agencies to be created while still remaining linked to the UN system.

The main link the UN Charter provided for was through the Economic and Social Council (ECOSOC), one of the principle organs of the UN. The UN recognized the autonomy of specialised agencies through their individual basic instruments but also required that the members of specialised agencies be brought into a relationship with the United Nations General Assembly (UNGA) through agreements made between the agency and the ECOSOC. All of the agreements were approved by the UNGA and each stipulated that specialised agencies should coordinate their activities through consultations with the UNGA and that the agreements recognize that the UNGA may make recommendations to the specialised agency.² Normally, the agreements with the UN also refer to aspects related to membership, cooperation with other specialised agencies, non-voting participation and budget and finance. The legal personality and the degree of autonomy of the specialised agency is dependent on the specific provisions in the instrument establishing the agency. Specialised agencies also have *locus standi* to request advisory opinions from the International Court of Justice, as long as this is within the scope of their activities.³

Under the UN system, the number of specialised agencies grew rapidly in the 1960s and 70s and now there are over 16 agencies including agencies such as the World Meteorological Organisation

¹ Article 55 and 56 of the UN Charter.

² Article 63 UN Charter.

³ Article 96 (2) UN Charter.

(WMO), Food and Agriculture Organisation (FAO), World Intellectual Property Organisation (WIPO), and United Nations Educational, Scientific and Cultural Organisation (UNESCO). The United Nations Industrial Development Organisation (UNIDO) was the last agency created after being converted from the UN Industrial Development in 1985.

The Bretton Woods Institutions, the World Bank (WB) International Monetary Fund (IMF) and International Bank of Reconstruction and Development (IBRD), were established in 1944 before the establishment of the UN system and are often regarded as completely independent of the UN. While it is true that the influence the UN has on the Bretton Woods Institutions has been guarded by some governments and the influence the UN has had over the institutions has been less compared to the other specialised agencies, the Bretton Woods Institutions are technically considered to be specialised agencies and they do coordinate their activities through the ECOSOC.

A distinction, however, should be made between specialised agencies that are linked directly with the UN through the Charter and those that are intergovernmental organisations but are not formally linked and the main example here is the World Trade Organisation (WTO). The WTO was established in 1995 to incorporate all agreements that existed under the General Agreement on Tariffs and Trade (GATT) and put them under one organisational roof, governed by one common dispute settlement system. The Marrakech Agreement which established the WTO provides that its General Council, the principal decision-making body of the organisation may, as appropriate, enter into arrangements with other international organisations but there is no explicit mention of the UN in the agreement. The WTO's relationship with the UN is governed by a separate agreement with the UN called, *Arrangements for Effective Cooperation with other Intergovernmental Organisations- Relations between the WTO and the United Nations*.⁴ The WTO is therefore not a member of the ECOSOC but coordinates its activities through the annual meeting of Senior Officials of the Bretton Woods Institutions, WTO and United Nations Conference on Trade and Development (UNCTAD) as well as the annual high-level ECOSOC Session that is held in Geneva. It also participates in the Secretary General's Chief Executive Board for coordination (CEB) along with the rest of the UN and Bretton Woods systems.

Governance

The governance and structure of specialised agencies generally follow a similar pattern but some agencies do have certain variations depending on the nature and scope of the agency's work. Most agencies have some form of balance between universality whereby all the members are expected to participate and a smaller representative group works inter-sessionally on necessary matters. For example, the WHO has near universal membership of 192 member states and is governed by the World Health Assembly which is the supreme decision making body and composed of the whole membership. In addition, an Executive Board of 34 members elected by the Assembly, who are technically qualified as individuals, carries out the decisions and policies of the Assembly in between its meetings. Within the WHO system there are also 6 regional committees that have large autonomy for setting regional policy and priorities and for electing their regional directors. The ILO is another example that has certain unique characteristics particular to the nature of its mandate. Similar to other specialised agencies its has a principal assembly of all its members called the International Labour Conference (ILC) which sets general policy, the programme of work and adopts new labour codes, but it is the smaller Governing Body of 28 Members that works through the first draft of any decision going before the ILC. The Governing Body is particularly unique because, in addition to governments, there is also equal representation of worker and employer groups. (See Table below for comparison)

⁴ See WTO www.wto.org/english/thewto_e/coher_e/wto_un_e.htm

Most specialised agencies have developed conventions and treaties under their auspices in order to further carry out and implement their work. Unlike treaties negotiated under the UN subsidiary bodies these instruments do not require UNGA adoption to come into effect but rather are adopted by the governing bodies of the specialised agencies and administered under the secretariat. Examples of such treaties and conventions include the ILO labour standards, UNESCO's Convention for the Safeguarding of the Intangible Cultural Heritage, and FAO's Code of Conduct for Responsible Fisheries. Many specialised agencies also have other international instruments, such as standards, that guide national implementations and maintain collective international cooperation on the issue (i.e. WHO's health standards, the WHO/FAO Codex Alimentarius, Standards and Recommendations under the Convention on International Civil Aviation of the International Civil Aviation Organisation (ICAO), or the International Atomic Energy Agency's Code of Practice on the International Transboundary Movement of Radioactive Waste: The IAEA Code of Practice).

Funding

The core funding of specialised agencies is through assessed contributions which is normally based on the UN rating system and calculated on the basis of countries' national income. The calculation also takes into account other factors including maximum and minimum ceilings. Specialised agencies do not receive any funds from the UN regular budget but trust funds and voluntary funding are commonly used to supplement core funding and usually account for 40-50% of their total funding. The Bretton Woods Institutions are the only specialised system that do not follow the UN's assessed contribution system but rather have their own contribution system based on voting rights.

There are more than 15 specialised agencies currently established under the UN, including:

- ILO** International Labour Organisation
- FAO** Food and Agriculture Organisation
- UNESCO** United Nations Educational, Scientific and Cultural Organisation
- WHO** World Health Organisation
- World Bank Group**
 - IBRD** International Bank for Reconstruction and Development
 - IDA** International Development Association
 - IFC** International Finance Corporation
 - MIGA** Multilateral Investment Guarantee Agency
 - ICSID** International Centre for Settlement of Investment Disputes
- IMF** International Monetary Fund
- ICAO** International Civil Aviation Organisation
- IMO** International Maritime Organisation
- ITU** International Telecommunication Union
- UPU** Universal Postal Union
- WMO** World Meteorological Organisation
- WIPO** World Intellectual Property Organisation
- IFAD** International Fund for Agricultural Development
- UNIDO** United Nations Industrial Development Organisation
- UNWTO** World Tourism Organisation

Below, a comparison is made between the International Labour Organisation (ILO), the Food and Agriculture Organisation (FAO), the World Health Organisation (WHO) and the World Meteorological Organisation (WMO).

Entity	Legal basis	Governance structure	Mandate and scope	Funding
ILO	Established by Constitution in 1919. Became UN Specialised Agency in 1946.	<p>a) A General Conference and a Governing Body:</p> <p>The General Conference consists of member delegations, comprising each two government representatives as well as one employer and one worker representative.</p> <p>The Governing Body is composed of 56 members (28 Governments, 14 Employers and 14 Workers). Ten of the government seats are permanently held by States of chief industrial importance (Brazil, China, France, Germany, India, Italy, Japan, the Russian Federation, the United Kingdom and the United States). The other Government members are elected by the Conference every three years. The Employer and Worker members are elected in their individual capacity.</p> <p>b) A Director General is appointed by the Governing Body and part of the CEB.</p>	<p>a) Objectives</p> <ol style="list-style-type: none"> 1. Promote and realize standards and fundamental principles and rights at work 2. Create greater opportunities for women and men to secure decent employment and income 3. Enhance the coverage and effectiveness of social protection for all 4. Strengthen tripartism and social dialogue <p>b) Norms and conventions</p> <p>Each of the Members agrees to make an annual report to ILO on the measures which it has taken to give effect to the provisions of Conventions to which it is a party. These reports are made in such form and contain such particulars as the Governing Body requests.</p>	<p>Arrangements for the budget are determined by the Conference. The regular budget consists of assessed contributions from member states.</p> <p>The 2008 level of resources approved for ILO projects was at around \$302 million.</p> <p>In 2008 US\$185 million worth of technical cooperation projects and programmes were implemented.</p>
FAO	Established by Constitution in 1945.	<p>a) A Conference and a Council:</p> <p>The Conference consists of 191 Member Nations plus one Member Organisation, the European Community and one Associate Member, The Faroe Islands. The Conference is the supreme governing body of FAO that meets in regular session every two years. Its main functions are to determine the policies of the Organisation, approve the Programme of Work and Budget,</p>	<p>a) Objectives</p> <ol style="list-style-type: none"> 1. To collect, analyse, interpret and disseminate information relating to nutrition, food and agriculture. 2. To promote and, where appropriate, recommend national and international action with respect to: <ol style="list-style-type: none"> a. scientific, technological, social and economic research relating to nutrition, food and agriculture; b. the improvement of education and administration relating to nutrition, food and agriculture, and the spread of public knowledge of nutritional and 	<p>The Regular Programme budget is funded by its members, through contributions set at the Conference. The budget for the biennium 2008-2009 is US\$929.8 million.</p> <p>The budget covers core technical work, cooperation and partnerships including the Technical Cooperation</p>

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		<p>and make recommendations to Members and international organisations.</p> <p>The Council is the executive organ of the Conference. It has 49 Members, elected for three-year terms on a rotating, geographically equitable basis, and has powers delegated to it by the Conference. The Council meets at least four times between regular Conference sessions. In particular, it exercises functions dealing with the world food and agricultural situation and related matters, current and prospective activities of the Organisation, including the Programme of Work and Budget, administrative matters, financial management of the Organisation, and constitutional questions.</p> <p>b) The Director-General, elected by the Conference for a six-year term is also a member of the CEB.</p>	<p>agricultural science and practice;</p> <p>c. the conservation of natural resources and the adoption of improved methods of agricultural production;</p> <p>d. the improvement of the processing, marketing and distribution of food and agricultural products;</p> <p>e. the adoption of policies for the provision of adequate agricultural credit, national and international;</p> <p>f. the adoption of international policies with respect to agricultural commodity arrangements.</p> <p>3. And:</p> <p>a. to furnish such technical assistance as governments may request;</p> <p>b. to organize, in cooperation with the governments concerned, such missions as may be needed to assist them to fulfil the obligation arising from their acceptance of the recommendations of the United Nations Conference on Food and Agriculture and of this Constitution; and</p> <p>c. generally to take all necessary and appropriate action to implement the purposes of the Organisation as set forth in the Preamble.</p> <p>b) Norms and conventions</p>	<p>Programme, information and general policy, direction and administration.</p> <p>In 2007, US\$505 million paid for 1615 active field programme projects, of which 520 were emergency operations amounting to US\$250 million across all funding sources and accounting for 49.5 percent of total delivery.</p> <p>The technical cooperation field programme amounted to US\$255 million, of which FAO contributed 10.7 percent with the remainder coming from outside sources: Trust Funds – 72.0 percent, unilateral trust funds – 15.9 percent, and the United Nations Development Programme – 1.4 percent.</p>
WHO	Established by Constitution in 1948	<p>a) An Assembly and an Executive Board:</p> <p>The Assembly consists of 193 member states and is the supreme decision-making body of the organisation. It meets annually at its headquarters in Geneva. Its main function is to determine the policies of the Organisation. The Health Assembly appoints the Director-General, supervises the financial policies of the Organisation, and</p>	<p>a) Objective</p> <p>1) to direct and coordinate health within the United Nations system.</p> <p>2) providing leadership on global health matters,</p> <p>3) shaping the health research agenda,</p> <p>4) setting norms and standards,</p> <p>5) articulating evidence-based policy options,</p> <p>6) providing technical support to countries and</p>	<p>Programme budget 2008–2009:</p> <p>Total assessed contributions and miscellaneous income: US\$ 959 million.</p> <p>Total voluntary contributions US\$ 3.268 million.</p> <p>Total budget US\$ 4.227</p>

Entity	Legal basis	Governance structure	Mandate and scope	Funding
		<p>reviews and approves the Proposed programme budget. It similarly considers reports of the Executive Board, which it instructs in regard to matters upon which further action, study, investigation or report may be required.</p> <p>The Board comprises 34 persons technically qualified in the field of health, which are elected by the Assembly for three year terms, including three persons from established regional organisations. The Board meets biannually. The main functions of the Board are to give effect to the decisions and policies of the Health Assembly, to advise it and generally to facilitate its work.</p> <p>b) The Director-General is appointed by the Health Assembly on the nomination of the Executive Board and part of the CEB.</p>	<p>7) monitoring and assessing health trends.</p>	<p>million.</p>
<p>WMO</p>	<p>1873: WMO's predecessor, the International Meteorological Organisation (IMO) established</p> <p>1947: Conference of Directors agrees upon the WMO Convention</p> <p>1950: WMO's Convention enters into force on 23 March</p> <p>1951: WMO becomes a specialised agency</p>	<p>a) A Congress and an Executive Council:</p> <p>The World Meteorological Congress, the supreme body of the Organisation, assembles (in 2007) delegates of 188 Members (185 States and 6 Territories) once every four years to determine general policies for the fulfillment of the purposes of the Organisation</p> <p>The Executive Council is the executive body of the Organisation, which meets annually, implements decisions of Congress, coordinates the programmes, examines the utilization of budgetary resources, considers and takes action on recommendations of regional</p>	<p>Objectives:</p> <ol style="list-style-type: none"> 1. Facilitate worldwide cooperation in the establishment of networks of stations for the making of meteorological observations as well as hydrological and other geophysical observations related to meteorology, and to promote the establishment and maintenance of centres charged with the provision of meteorological and related services; 2. Promote the establishment and maintenance of systems for the rapid exchange of meteorological and related information; 3. Promote standardization of meteorological and related observations and to ensure the uniform publication of observations and statistics; 4. Further the application of meteorology to aviation, shipping, water problems, agriculture and other human 	<p>Principles (Cf. WMO Convention):</p> <p>Article 23 (a) Congress shall determine the maximum expenditure which may be incurred by the Organisation on the basis of the estimates submitted by the Secretary-General after prior examination by, and with the recommendations of, the Executive Council;</p> <p>(b) Congress shall delegate to the Executive Council such authority as</p>

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	of the United Nations	<p>associations and technical commissions and guides their work programme, provides technical information, counsel and assistance in the fields of activity of the Organisation and studies and takes action on matters affecting international meteorology and related activities.</p> <p>The Council is composed of 37 directors of National Meteorological or Hydrometeorological Services, serving in an individual capacity. They include the President and three Vice-Presidents who are elected by Congress, and the presidents of the six regional associations, by whom they are elected. The remaining 27 members are elected by Congress. Acting members are elected by the Executive Council if any place becomes vacant before the next Congress.</p> <p>b) The Secretary-General is appointed by Congress, the supreme body of the Organisation, for a four-year term. Following the decision of Thirteenth World Meteorological Congress (Resolution No. 36), a Secretary-General can serve a maximum of three four-year terms.</p>	<p>activities;</p> <p>5. Promote activities in operational hydrology and to further close cooperation between Meteorological and Hydrological Services;</p> <p>6. Encourage research and training in meteorology and, as appropriate, in related fields, and to assist in coordinating the international aspects of such research and training.</p>	<p>may be required to approve the annual expenditures of the Organisation within the limitations determined by Congress.</p> <p>Article 24 The expenditures of the Organisation shall be apportioned among the Members of the Organisation in the proportions determined by Congress.</p> <p>Figures for the fifteenth financial period from 1 January 2008 to 31 December 2011:</p> <p>Executive Council has been authorized to incur expenditures of CHF 269.8, million of which CHF 249.8 million shall be from the assessed contributions⁵ and shall serve as the starting point for the assessed contributions budget level for the sixteenth financial period, and the balance of CHF 20 million shall be from other regular resources (rental income, support cost income, interest and other income), and the division of such expenditures into expected results as shown</p>

⁵ The latest United Nations scales of assessments approved by the United Nations General Assembly should be used as the basis for the calculation of the WMO scales of assessments, duly adjusted for differences in memberships.

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				<p>in Annex 1 to this resolution;</p> <p>EC was authorized to also take note of the estimate of voluntary resources by expected result amounting to CHF 124,million;</p> <p>EC has further authorized Council to incur additional expenditures to the budget of CHF 269.8 million resulting from any surplus from the fourteenth financial period up to CHF 12 million.</p>

UN Programmes

UN Programmes do not have the same clear distinction under the UN as compared to specialised agencies. UN Programmes are considered subsidiary organs of the UNGA under Article 22 of the Charter. Article 22 is very vague in describing the details of the governance and links of the subsidiary organs but through general practice the article has typically been used to establish several different types of organs such as boards, committees, councils, commissions, panels and working groups. The vagueness of Article 22 has lent itself to allowing more flexibility for the UNGA to create various types of entities in order to carry out its work. These have varied from more permanent arrangements, such as the creation of governing councils (i.e. UNEP Governing Council), Boards (i.e. UN Development Executive Board), and Commissions (i.e. UN Commission on Sustainable Development) to time-bound arrangements on narrower issues, such as working groups. Many of the programmes set up under Article 22 have assumed certain but limited legal personality as necessary to carry out their work and operational independence. However, most matters still derive their legal personality from the UNGA and follow UN rules and procedures as adopted by the UNGA. Decisions taken by UN Programmes and other subsidiary organs do not become effective until they have been reviewed and adopted by the UNGA. Many UN subsidiary organs have secretariats to implement the work of the organ.

Governance

Coordination of UN programmes with other UN agencies varies depending on the resolution establishing the programme. For example, UNDP and UNEP report to ECOSOC and ECOSOC then decides what is relevant to be reported to the General Assembly. However, in the case of the Human Rights Council, it reports its decisions directly to the UNGA. All programmes work as members of the CEB.

Although there are no set rules under Article 22, UN programmes tend to have small governing councils made up of between 30-60 members, while membership is generally open to all UN member states. Some UN programmes have set limits for serving consecutive terms and conditionality that members are in good standing with the issue. Membership is also normally regionally balanced. Unlike specialised agencies, UN programmes do not have separate instruments establishing them as organisations, rather their establishment generally comes from GA resolutions and each resolution has variations in specificity of how the programme is governed. In general, the resolution establishes the mandate of the programmes, its functions, its relationship to ECOSOC or the GA along with other UN and specialised agencies, rules of procedures, funding and decision making, and the role of their secretariats.

A very limited number of UNGA subsidiary organs act as administrative bodies for treaties and conventions. For example, UNEP has a number of regional and international instruments for the protection of the environment that require secretariat functions. One of the main reasons for the development of treaties under UNEP is the normative nature of the programme as compared to other programmes that tend to be more operational with a physical presence in many developing countries.

Funding

Funding for UN programmes comes normally from two types of sources. The UN regular budget provides a certain level of funding for UN staff posts and the rest of the funds come from voluntary

contributions, designated trust funds set up for the purposes of fulfilling the work of the programmes, or earmarked funds for specific projects undertaken by the programme.

There are more than ten funds and programmes currently established under the General Assembly⁶:

UNCTAD United Nations Conference on Trade and Development

ITC International Trade Centre (UNCTAD/WTO)

UNDCP United Nations Drug Control Programme (Part of UNODC)

UNEP United Nations Environment Programme

UNICEF United Nations Children's Fund

UNDP United Nations Development Programme

UNIFEM United Nations Development Fund for Women

UNV United Nations Volunteers

UNCDF United Nations Capital Development Fund

UNFPA United Nations Population Fund

UNHCR Office of the United Nations High Commissioner for Refugees

WFP World Food Programme

UNRWA United Nations Relief and Works Agency for Palestine Refugees in the Near East (Only reporting to General Assembly)

UN-HABITAT United Nations Human Settlements Programme

Below, a comparison is made between UNEP, United Nations Development Programme (UNDP), the World Food Programme (WFP) and the United Nations Office of the High Commissioner for Refugees (UNHCR).

⁶ Indented names are under the authority of the previous programme/fund.

Entity	Legal basis	Governance structure	Mandate and scope	Funding
UNEP	<p>Established by General Assembly (GA) resolution 2997 (XXVII) of 15 December 1972.</p>	<ul style="list-style-type: none"> a) A Governing Council, consisting of 58 member states, which represent the UN regions in an equitable manner. b) Membership to the Governing Council rotates on a biennial basis with half of the members being elected by the GA at a time for a four-year term. c) The Governing Council reports annually to the GA through the Economic and Social Council (ECOSOC), which transmits to the Assembly such comments on the reports to questions of co-ordination and to the relationship of environmental policies and programmes within the United Nations system to overall economic and social policies and priorities. d) The Global Ministerial Environment Forum is convened annually to review important and emerging policy issues in the field of the environment, with the Governing Council constituting the forum. e) The GC/GMEF meets every two years for its regular sessions at UNEP's Nairobi headquarters and every other year for special sessions upon invitation in member states. f) The Committee of Permanent Representatives supports g) The Executive Director supports the Governing Council in the execution of its duties and is elected by the General Assembly 	<ul style="list-style-type: none"> a) To promote international cooperation in the field of the environment and to recommend, as appropriate, policies to this end; b) To provide general policy guidance for the direction and coordination of environmental programmes within the United Nations system; c) To receive and review the periodic reports of the Executive Director of UNEP on the implementation of environmental programmes within the United Nations system; d) To keep under review the world environmental situation in order to ensure that emerging environmental problems of wide international significance receive appropriate and adequate consideration by Governments; e) To promote the contribution of the relevant international scientific and other professional communities to the acquisition, assessment and exchange of environmental knowledge and information and, as appropriate, to the technical aspects of the formulation and implementation of environmental programmes within the United Nations system; f) To maintain under continuing review the impact of national and international environmental policies and measures on developing countries, as well as the problem of additional costs that may be incurred by developing countries in the implementation of environmental programmes and projects, and to ensure that such programmes and projects shall be compatible with the development plans and priorities of those countries; g) To review and approve the programme of utilization of resources of the Environment Fund. 	<p>Voluntary contributions to the Environment Fund, earmarked contributions to trust funds, counterpart contributions, and contribution from the UN Regular Budget.</p> <p>Biennial budget 2008-2009: US \$306.7 million</p>

Entity	Legal basis	Governance structure	Mandate and scope	Funding
		for four year terms.		
UNDP	<p>Established by General Assembly resolution 2029 (XX) of 22 November 1965.</p> <p>The Executive Board superseded the 48-member Governing Council on 1 January 1994 through the adoption of General Assembly resolution 48/162 of 20 December 1993.</p>	<p>a) An Executive Board (also responsible for UNFPA), comprised of 36 member states, equitably representing all six UN regions.</p> <p>b) Members are elected annually by ECOSOC for three year terms on a rotating basis.</p> <p>c) Interested member states and those under consideration of the Board may participate in the sessions without the right to vote.</p> <p>d) The Executive Board is under the authority of ECOSOC.</p> <p>e) The Executive Board holds one annual session and two regular sessions each year in New York headquarters or Geneva.</p> <p>f) The Executive Board may establish working groups as and when it deems beneficial to support its work.</p> <p>g) The Administrator of UNDP (and the Executive Director of UNFPA) support(s) support the Executive Board in the execution of its duties.</p>	<p>Objective:</p> <ol style="list-style-type: none"> 1. Advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. 2. Linking and coordinating global and national efforts to reach the Millennium Development Goals. 3. Helping countries build and share solutions to the challenges of: <ul style="list-style-type: none"> ➢ Democratic Governance ➢ Poverty Reduction ➢ Crisis Prevention and Recovery ➢ Environment and Energy ➢ HIV/AIDS 4. Helping developing countries attract and use aid effectively. 5. In all activities, encouraging the protection of human rights and the empowerment of women. 6. Commissioning the annual Human Development Report, which focuses on the global debate on key development issues, providing new measurement tools, innovative analysis and often controversial policy proposals. The global Report's analytical framework and inclusive approach carry over into regional, national and local Human Development Reports, also supported by UNDP. <p>In each country office, the UNDP Resident Representative normally also serves as the Resident Coordinator of development activities for the United Nations system as a whole. Through such coordination, UNDP seeks to ensure the most effective use of UN and international aid resources.</p>	<p>Sources of funding are: Multilateral donor resources; Bilateral donor resources; Local resources channelled through UNDP by programme countries. Other sources of funds, include contributions to UNIFEM, UNCDF and UNV.</p> <p>Budget 2008: Core resources: \$1.1 billion Non-core resources: \$3.7 billion</p>
WFP	<p>Established by General Assembly resolution 1714 (XVI) of 19 December 1961.</p> <p>The Executive</p>	<p>a) An Executive Board that consists of 36 members, equitably representing all six UN regions on a rotating basis.</p> <p>b) 18 are elected by ECOSOC and 18 by the Council of the</p>	<ol style="list-style-type: none"> a) To help evolve and coordinate short-term and longer-term food aid policies; b) To provide intergovernmental supervision and direction to the management of WFP; c) To review, modify as necessary, and approve 	<p>Contributions are made on a purely voluntary basis, pledged at conferences for such pledging periods as may from time to time be set</p>

Entity	Legal basis	Governance structure	Mandate and scope	Funding
	<p>Board superseded the 20-member intergovernmental committee through General Assembly resolution 50/8 and FAO Council resolution 9/95 on 1 January 1996.</p>	<p>Food and Agricultural Organisation annually. Each member serves three-year terms and is eligible for re-election.</p> <p>c) Interested member states and those under consideration of the Board may participate in the sessions without the right to vote.</p> <p>d) The Executive Board is under the authority of ECOSOC and the FAO Council.</p> <p>e) The Executive Board holds three sessions per year at Headquarters in Rome: one Annual Session and two Regular Sessions.</p> <p>f) The Executive Director is appointed jointly by the United Nations Secretary-General and the Director-General of the FAO for five-year terms.</p>	<p>programmes, projects and activities submitted to it by the Executive Director. In respect to such approvals, however, it may delegate to the Executive Director such authority as it may specify;</p> <p>d) To review, modify as necessary, and approve the budgets of programmes, projects and activities, and review the administration and execution of approved programmes, projects and activities of WFP;</p> <p>e) To report annually on WFP's programmes, projects and activities including major decisions of the Board to the substantive session of the Economic and Social Council and the Council of FAO.</p>	<p>by the Board; announced during periodic resource consultations; committed on an ad hoc basis by donor governments and bilateral institutions; made in response to appeals; through other fund-raising activities, including in the private sector; and made in any other manner as may be determined by the General Assembly of the United Nations.</p> <p>Budget 2009: US\$ 4,021,778,242</p>
UNHCR	<p>Established by ECOSOC resolution 672 (XXV) of 30 April 1958</p>	<p>a) An Executive Committee comprising of 78 members, elected by ECOSOC on the widest possible geographical basis from those states with a demonstrated interest in, and devotion to, the solution of the refugee problem.</p> <p>b) The Executive Committee reports directly to the General Assembly.</p> <p>c) The Executive Committee meets annually at its Geneva headquarters.</p> <p>d) The Executive Committee does not substitute for the policy making functions of the General</p>	<p>a) Promoting the conclusion and ratification of international conventions for the protection of refugees, supervising their application and proposing amendments thereto;</p> <p>b) Promoting through special agreements with Governments the execution of any measures calculated to improve the situation of refugees and to reduce the number requiring protection;</p> <p>c) Assisting governmental and private efforts to promote voluntary repatriation or assimilation within new national communities;</p> <p>d) Promoting the admission of refugees, not excluding those in the most destitute categories, to the territories of States;</p> <p>e) Endeavouring to obtain permission for refugees to transfer their assets and especially those necessary for</p>	<p>Funds are almost entirely provided by voluntary contributions, with 93 percent coming from governments. A further 4 percent comes from inter-governmental organisations and pooled funding mechanisms, while the remaining 3 percent is from the private sector, including foundations, corporations and the general public. In addition, the agency receives a limited subsidy from the UN regular budget for administrative costs, and accepts so</p>

Entity	Legal basis	Governance structure	Mandate and scope	Funding
		<p>Assembly or ECOSOC but has its own executive and advisory functions.</p> <p>e) The High Commissioner is elected by the General Assembly for a term of three years.</p>	<p>their resettlement;</p> <p>f) Obtaining from Governments information concerning the number and conditions of refugees in their territories and the laws and regulations concerning them;</p> <p>g) Keeping in close touch with the Governments and inter-governmental organisations concerned;</p> <p>h) Establishing contact in such manner as he may think best with private organisations dealing with refugee questions;</p> <p>Facilitating the co-ordination of the efforts of private organisations concerned with the welfare of refugees.</p>	<p>called "in-kind" contributions, including relief items such as tents, medicines, trucks and air transport.</p> <p>Budget 2009: US\$ 1.3 billion US\$ 765 million for supplementary appeals.</p>