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ECONOMIC AND SOCIAL COMMISSION FOR ASIA AND THE PACIFIC

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**MANAGEMENT ISSUES: EVALUATIONS: REPORT ON EVALUATION  
ACTIVITIES OF ESCAP DURING THE BIENNIUM 2008-2009 AND  
OUTCOME OF THE EVALUATIONS OF APCICT AND SIAP**

(Item 4 (a) of the provisional agenda)

**MANAGEMENT RESPONSE TO THE EVALUATION OF APCICT**

*Note by the secretariat*

*Addendum*

The Executive Secretary is pleased to transmit the response of ESCAP management to the evaluation of the Asian and Pacific Training Centre for Information and Communication Technology for Development and its recommendations, together with the secretariat's action plan for implementing the recommendations, as referred to in paragraph 7 of the report on the evaluation of APCICT (E/ESCAP/66/18).

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\* The late submission of the present document is due to the time needed for internal consultations on the response to the evaluation. This process was initiated immediately upon receipt of the evaluation report.

*Annex*

**MANAGEMENT RESPONSE TO THE EVALUATION OF THE ASIAN AND PACIFIC TRAINING CENTRE FOR INFORMATION AND COMMUNICATION TECHNOLOGY FOR DEVELOPMENT**

<b>General remarks by management</b>			
<p>Management agrees with most of the recommendations contained in the report, especially the ones specific to the work of the Asian and Pacific Training Centre for Information and Communication Technology for Development (APCICT). There are some exceptions where it is felt that the recommendations either are already being complied with or cannot be implemented for reasons specified. In cases where the recommendations have implications across the ESCAP secretariat or where action is required by the Commission, appropriate steps for follow-up or coordination are proposed.</p> <p>A number of recommendations refer to the need to establish better programmatic linkages between the head ESCAP office in Bangkok and offices located elsewhere. The secretariat has initiated a process to address this issue through the development of a policy and guidelines for operational collaboration between regional institutions and Bangkok-based divisions. The policy and guidelines will apply to all offices away from Bangkok, including the five regional institutions, the ESCAP Pacific Operations Centre and the three newly established subregional offices.</p>			
<b>Report recommendation</b>	<b>Management response</b>	<b>Follow-up action</b>	<b>Expected completion date</b>
<b>1. Strategic recommendations</b>			
<p><b>No. 1. That APCICT continue as a regional institution of ESCAP</b></p> <p>Based on the evaluation findings and conclusions in respect of APCICT's performance, it is strongly recommended that the Commission decide that APCICT <u>continue to operate beyond its existing five-year mandate</u>. As a continuing institution, APCICT will no doubt strengthen ESCAP's capacity, visibility and credibility in implementing its regional ICT-for-development policy and strategy.</p>	Management agrees.	The continuation of APCICT operations will be considered by the Commission at its sixty-sixth session.	By the end of the sixty-sixth session of ESCAP on 19 May 2010

Report recommendation	Management response	Follow-up action	Expected completion date
<p><b>No. 2. That APCICT develop a comprehensive 5-year business strategy and plan</b></p> <p>To support its continuation as a regional institution, it is recommended that APCICT develop a <u>comprehensive business strategy and plan</u> covering the next five years of its operation, as was also recommended by the GC during its fourth session. Knowing that the regional ICT training market is growing and evolving, the business strategy would identify those aspects of training and related areas of demand that might be met by APCICT. Further, the APCICT business strategy would update and determine the APCICT business model in terms of optimal mix of training and related products and services, internal capacities needed to develop and deliver those products and services, and the financial resources to do so. The strategy and plan would cover APCICT's short-term (1-2 year) and medium-term (3-5) planning periods, but also look to the longer term as well. It should be updated on an annual basis, and constitute the base for its annual programme of work.</p> <p>The APCICT business strategy and plan should be developed for submission to the GC at its fifth annual meeting in late 2010. The plan would also look at all statutory, institutional (covering both the ESCAP secretariat and APCICT), governance, coordination, ICT policy and other requirements that would need to be met or put in place to allow for optimal continuation beyond the current five-year mandate. The primary</p>	<p>Management agrees.</p> <p>Since its inception in 2006, APCICT has gone through an "initiation" and a "development" phase and is currently in its "expansion" phase. APCICT has already prepared a preliminary "future strategy" paper for the period beyond 2010, which highlights key thrust areas for expanding the reach and impact of its work under its three pillars of training, research and advisory services.</p> <p>As recommended, the business strategy and plan to be developed will take into account the varied and dynamic nature of the landscape of information and communications technology (ICT) for development in the region, areas of comparative advantage of APCICT, the increasing demand from member States for APCICT services, the strategic role of partnerships, and the technical, financial and human resources necessary to support and sustain its vision for the future.</p> <p>The business strategy and plan will be developed in consultation with relevant stakeholders and will be presented to the Governing Council at its next annual meeting in 2010 for feedback and suggestions.</p>	<p>APCICT will commission efforts to develop a full-scale business strategy and plan for the years beyond 2011. The strategy and plan will be subject to necessary amendments in order to align with the technical cooperation strategy update mentioned under recommendation 5 as and when it is finalized.</p>	<p>31 October 2010</p> <p>(for the business strategy and plan)</p>

Report recommendation	Management response	Follow-up action	Expected completion date
<p>focus of the strategy should be on <i>what</i> APCICT should be delivering (i.e. the main pillars and associated clear set of objectives and priorities), and then <i>how</i> it should be delivered (i.e. form to follow function, internal capacities). Critical components of the “how”, of course, would cover, inter alia, financing and human resourcing. The strategy and plan should therefore include a strong conventional <i>business case</i> for financing and other resources, and for the diversification of its funding base.</p>			
<p><b>No. 3. That APCICT develop an action plan and methodology for strategy development</b></p> <p><u>An “action plan” to develop the business strategy</u> should be developed and work should begin by no later than May of 2010, to allow for sufficient time through consultative and participatory mechanisms, much as had been done by APCICT during its initiation phase. A proper strategic planning methodology should be adapted, much of which could be based on the aforementioned “Guidebook for ESCAP Regional Institutions on Resource Mobilization”. The finished APCICT business strategy and plan could serve as a model for other regional institutions (RIs). The action plan will determine the process, scope, key issues, timing, target design of the envisaged strategy, review and approval mechanisms and resources needed.</p>	<p>Management agrees.</p> <p>Given the detailed and multifaceted nature of the business strategy, an action plan for its preparation will serve to focus the development of the strategy and expedite its completion in an inclusive and participatory manner.</p> <p>Taking into account scheduled activities, including the Commission Session, which will be held in Incheon, Republic of Korea, in May 2010, preparation of the action plan and the commencement of work on the business strategy are scheduled to take place between June and the end of 2010 instead of in May 2010.</p>	<p>APCICT will frame an action plan for commencing work on the development of its detailed business strategy between June and the end 2010.</p>	<p>30 June 2010</p>

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<p><b>No. 4. That quinquennial comprehensive reviews of APCICT be conducted</b></p> <p>It is recommended that the secretariat conduct an independent <u>comprehensive evaluation</u> of the performance of the APCICT toward the end of each five year period, the results of which should be submitted to the Commission to inform key decisions on its overall policies associated with the APCICT. The evaluation would be carried out by an independent external evaluator but managed by the secretariat, as is the case of the present evaluation. An appropriate budget should be set aside to carry out this activity. Carrying out such an evaluation does not preclude the need for annual or other periodic reviews and evaluations, whether for APCICT as a whole or for individually funded projects managed by the APCICT. A similar policy may be considered for all of ESCAP's regional institutions.</p> <p>In addition to relevance, effectiveness and sustainability, it is recommended that the ESCAP secretariat include "efficiency" as the fourth dimension to be addressed in comprehensive evaluations. Efficiency, cost-effectiveness and value-for-money are important considerations and they should be explicitly factored into future evaluations of APCICT. The notion of sustainability should also be broadened beyond that of financial sustainability to include economic and institutional sustainability.</p>	<p>The secretariat agrees to manage an evaluation of the performance of APCICT towards the end of each five-year period.</p> <p>The secretariat also agrees that the performance of all organizational units, including divisions, subregional offices and regional institutions, should be evaluated periodically.</p> <p>Further, it agrees that to ensure periodic evaluation, it is necessary to plan and budget for them in a systematic manner. While an ESCAP evaluation plan is formulated for each biennium, the secretariat recognizes that a policy for budgeting different types of evaluations has yet to be fully developed.</p> <p>Further, as stated in the ESCAP Monitoring and Evaluation System, efficiency, together with relevance, effectiveness and sustainability, are standard criteria for programme evaluation at ESCAP, and the notion of sustainability is far broader than that of financial sustainability.</p>	<p>1. Include a performance evaluation of APCICT, with an appropriate budget, in every five-year APCICT institutional support project, starting with the project covering the period 2011-2015</p> <p>2. Taking into account past evaluations, staff capacity for managing evaluations and the need to stagger institutional evaluations, consider the inclusion of performance evaluations of the Centre for Alleviation of Poverty through Secondary Crops Development in Asia and the Pacific and/or</p>	<p>During the development of every APCICT institutional support project, starting with the project covering the period 2011-2015 (to be developed in April 2011)</p> <p>During the development of institutional support projects for 2012-2013 (November 2011)</p>

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It is further recommended that the ESCAP secretariat consider introducing an explicit budget line and amount in annual RI programme financial plans to cover costs associated with annual, periodic or comprehensive evaluations or reviews. The Commission may further consider introducing a policy whereby all RIs are subject to a comprehensive evaluation at least every five years.		the Asian and Pacific Centre for Transfer of Technology with earmarked, appropriate budgets in the respective institutional support projects for 2012-2013	
		3. Develop a rolling plan to ensure that major parts of the secretariat's programmatic work, such as the work of a regional institution, a subregional office or a division, are evaluated periodically	In time to constitute a basis for the development of the 2012-2013 ESCAP evaluation plan (October 2010)
2. Operational recommendations pertaining to the ESCAP secretariat and APCICT			
<b>No. 5. Adopt a set of programming principles</b>  It is recommended that the ESCAP secretariat and APCICT (as well as other RIs) adopt a sound set of development and programming principles based on the United Nations development system and on United Nations system coherence and reform, as generally discussed in Section 3.3.3 of the report. Further, it is recommended that development activities be driven in	Management agrees.  The implementation of the recommendation has been initiated through the development of an ESCAP technical cooperation strategy update, which is currently under review internally in the secretariat for subsequent consideration and approval by the senior management team.	Ensure that the concerns raised by the evaluator on APCICT and programming principles are adequately addressed in the finalization of the technical cooperation strategy update	End of 2010

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<p>the first instance by such principles, and that these should flow in a logical way from the ESCAP programme of work to the regional institutions. Such principles would strengthen the United Nations dimension of APCICT's and other RI's identity and comparative advantages. These principles, including those principles that are currently adopted by APCICT, should be reflected in all key APCICT documents (e.g. statutes, strategies, plans) and should be consistent and mutually supportive of the host country's principles of development. The reflection and operationalization of such principles should ensure a proper balance to the "United Nations" ESCAP – Republic of Korea collaboration.</p>	<p>The draft technical cooperation strategy update, inter alia, includes the following key capacity development and programming principles, in support of the repositioning of ESCAP as a leading regional hub for inclusive and sustainable development: (a) a more balanced multisectoral approach to development; (b) increased participation by so-called special needs countries (including least developed countries); (c) a common set of standards, norms, conventions and development approaches; (d) more inclusive partnership development; (e) a stronger coordinated regional voice of member States on global issues; and (f) a more comprehensive policy advocacy framework based on statistics and analysis.</p> <p>In addition, the draft technical cooperation strategy update reflects a further strengthening of the capacity development work of ESCAP based on the following key principles: results-based management, system-wide coherence and "Delivering as one", and country ownership. In that context, the technical cooperation strategy update also proposes shifting towards a programme approach to maximize the impact and ensure the sustainability of the technical cooperation work of ESCAP.</p>		

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	<p>Once the above-mentioned revised technical cooperation strategy has been finalized, it will guide the planning and design, implementation, and monitoring and evaluation of ESCAP technical cooperation in the context of the programme of work. It will also be applied to the regional institutions, including APCICT.</p> <p>Capacity development activities, including the work of regional institutions, are planned within the context of the overall ESCAP programme of work. As such, they are included in the overall programme of work of the United Nations Secretariat, which is governed by the principles referred to in the recommendation. Ongoing efforts to more fully integrate the regional institutions in the ESCAP programme planning process continue.</p>		
<p><b>No. 6. Maintain focus</b></p> <p>It is strongly recommended that APCICT maintain its focus on ICT training and human resources development directed toward national socio-economic development, as currently set out in its statute and covering resolution. There may be strong pressures from member countries, the secretariat or others to expand APCICT's scope by adding more and more modules to its "Academy", by expanding its advisory services function, or by other means. Rationalizations</p>	<p>We agree that APCICT must maintain its focus on building human and institutional capacity for the use of ICT for development.</p> <p>The many instances of adoption of the Academy programme by national Governments and training institutions, as well as replication of the programme by partners independent of APCICT support, are indicators of the relevance and success of this endeavour. Given the increasing demand for APCICT services</p>	<p>The business strategy to be prepared by APCICT will address this issue (see recommendation 2).</p>	<p>31 October 2010</p>



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<p>for scope expansion are easily made, but the best protection against scope-shift will in the first instance be found in the legislation and clearly articulated strategies and plans.</p>	<p>and the constantly evolving nature of the domain of ICT for development, however, it is felt that a judicious balance needs to be struck between continuing existing programmes and expanding their scope in a cost-effective manner within the framework of the statute.</p> <p>APCICT will therefore continue to incorporate considerations of demand for its services by member States, its mandate as defined in the statute, resource availability and efficiency in its operations.</p>		
<p><b>No. 7. Maintain the Academy as the flagship product</b></p> <p>To ensure that the Academy continues as a relevant and effective flagship product and that future successes can be built on this success, it is recommended that the Academy be subject to constant “renewal” and modularization. Further, to optimize localization, the number of modules should be kept to a minimum and in line with the current “theme” of the academy (i.e. ICT for leadership). Where demands for other related themes emerge over time, other “academies” might be considered. The business strategy and plan recommended above should pay specific attention to this aspect.</p>	<p>Management agrees.</p> <p>The Academy has been adopted into national capacity-building frameworks in many countries and there is strong demand from member States for further national roll-outs. Given the success achieved in its implementation, we concur with the importance of maintaining the Academy as the flagship product of APCICT.</p> <p>APCICT continuously seeks feedback from member States and partner institutions, and regular evaluative mechanisms, such as participant surveys and needs assessment exercises, are built into the programme’s design for renewal of its content. APCICT will also develop an ICT human resource capacity</p>	<p>The business strategy to be prepared by APCICT will address this issue (see recommendation 2).</p>	<p>31 October 2010</p>

Report recommendation	Management response	Follow-up action	Expected completion date
	<p>assessment tool as part of a monitoring and evaluation framework for ICT capacity-building projects.</p> <p>With regard to keeping the number of modules to a minimum, as mentioned in the previous response, ICT for development is a dynamic field and striking a balance between demands from member States, the Centre's mandate, resource availability and efficiency is important.</p> <p>APCICT will continue to leverage partnerships to implement the Academy programme and enhance its impact. Moreover, it will explore cost-effective means for promoting the Academy modules, such as utilizing e-Collaborative Hub (the APCICT online knowledge-sharing platform) and the APCICT Virtual Academy (the online, distance learning version of the Academy). These platforms, as well as the upcoming online Academy Partners Resource Centre, will also be utilized for renewal and update of the Academy's training content.</p>		
<p><b>No. 8. Strengthen ESCAP secretariat ICT policy and institutional linkages</b></p> <p>It is recommended that a stronger statement of ICT policy be made in ESCAP's programme of work and</p>	<p>In reference to the first part of the recommendation, management does not agree that a stronger statement of ICT policy is necessary, as the Committee on ICT has clearly listed the priorities: (a) integration of ICT in development policies, plans and programmes;</p>		

Report recommendation	Management response	Follow-up action	Expected completion date
<p>that the institutional linkages between APCICT and the ESCAP secretariat be strengthened. APCICT should be directly involved in Information and Communications Technology and Disaster Risk Reduction Division (IDD) activities associated with ICT policy development since APCICT has developed considerable knowledge and experience in the field in implementing much of the existing ICT strategy as contained in the Strategic Framework and Programme of Work. Particular attention might be given to strengthening IDD's substantive APCICT back-stopping support, and to better involve APCICT in all of ESCAP's ICT activities (i.e. its many other workshops, meetings, policy initiatives, etc.).</p>	<p>(b) transfer and applications of ICT at the regional and subregional levels; (c) development of human and institutional capacity in the use of ICT; and (d) ICT applications for disaster risk reduction. With regard to the need to strengthen institutional linkages, please refer to the "general remarks by management" above.</p> <p>In reference to the second part of the recommendation, APCICT is already directly involved in ICT policy/strategy formulation-related events, including the drafting and implementation of the strategic framework and programme of work for subprogramme 5, Information and communications technology and disaster risk reduction. APCICT also participated in the biennial meetings of the Committee on ICT and the Committee on Disaster Risk Reduction, and the annual Commission session.</p> <p>On the third part of the recommendation, while management agrees that there is a need for close collaboration between IDD and APCICT, the direct involvement by APCICT in IDD activities remains subject to resource availability, i.e. limited staffing and budget and heavy workload. Participation by APCICT in all IDD events would distract human and budgetary resources, affecting work delivery.</p>		

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<p><b>No. 9. Link with broader capacity-development methodologies</b></p> <p>It is recommended that APCICT strengthen its partnership with United Nations Development Programme (UNDP), other United Nations development agencies and other parts of the ESCAP secretariat in terms of linking national ICT training activities to well-established methodologies in capacity development/assessments and development-oriented strategic planning. These methodologies (including those dealing with capacity assessments per se) are proven in the field, and address capacity development from a system-wide and multi-dimensional perspective. This would help both national partners and APCICT to better understand how ICT training fits within broader organizational and system-wide capacity development or change management programmes.</p> <p>APCICT might be able to tap into significant expertise available at the UNDP Regional Centre in Bangkok. In this regard, there may also be an opportunity for APCICT to partner with other parts of the ESCAP secretariat. UNDP and other United Nations development agencies have a strong in-country presence. For example, UNDP has established long-standing in-country relationships with central and local governments in such areas as governance, energy and environment, poverty reduction and other emerging priority sectors of socio-economic and human</p>	<p>To an extent, this recommendation is already being addressed in APCICT programmes in a variety of ways. For instance, the Academy programme and its modules were developed through an inclusive and participatory approach starting from a training needs assessment. More than 20 countries and 60 government officials contributed their feedback in the process. APCICT calls this the “We DID it in Partnership Approach” where DID stands for “develop, implement and deliver” the Academy through strategic partnerships.</p> <p>A number of APCICT Academy programme partners are national training institutions responsible for capacity-building of policymakers, civil servants and other government officials. These institutions typically address a wide range of training needs to which APCICT contributes its core competency of training for ICT for development. Through such partnerships, including those for localization and adoption of the Academy programme and curriculum, APCICT efforts do become part of a larger, multidimensional national capacity-building framework and overall human resource planning.</p>	<p>In partnership with member States and international development agencies, APCICT will develop an ICT human resource capacity assessment and monitoring tool based on established methodologies, which can also contribute to development-oriented strategic planning.</p>	<p>31 December 2010</p>

Report recommendation	Management response	Follow-up action	Expected completion date
<p>development. General agreements to collaborate might be sought with the regional offices of the respective United Nations agencies.</p>	<p>APCICT has also been providing a platform for its member States and partners to share ICT capacity-building expertise and methodologies through channels such as the e-Collaborative Hub.</p> <p>Furthermore, APCICT has gathered significant experience in conducting training needs assessments and participant feedback surveys, which form an integral part of workshop execution and the process of developing new Academy modules.</p> <p>APCICT actively reaches out to the country offices of UNDP and other agencies to explore prospects of collaboration, especially during the roll-out of the Academy programme at the national level. In Kyrgyzstan, for example, following the inaugural Academy national workshop attended by UNDP in 2009, the agency supported subsequent roll-out of the programme in six of the country's seven provinces.</p> <p>APCICT will continue to aim for partnerships with national-level training institutions and encourage adoption of APCICT programmes by governments. It will also continue to undertake outreach to United Nations agencies, such as UNDP, and others as part of APCICT</p>		

Report recommendation	Management response	Follow-up action	Expected completion date
	programme roll-outs at the national level, and explore avenues to enhance these partnerships.		
<p><b>No. 10. Provide interim bridge financing</b></p> <p>APCICT is facing a heavy and increasing workload, and has another 1.5 years remaining in its current mandate. Some of the above recommendations imply an even greater workload on already constrained APCICT resources. It is recommended, therefore, that APCICT be given additional financial and human resources to successfully complete its current mandate and to prepare for its continuation as a regional institution of ESCAP.</p>	<p>Management agrees that APCICT resources need to be focused on the successful completion of its current mandate and preparation for its continued operation. The approach for doing so will be outlined in the APCICT business strategy and plan (see recommendation 2).</p> <p>Further, the secretariat will encourage members and associate members to contribute financial resources during the sixty-sixth session of the Commission.</p>	<p>Call for voluntary contributions by members and associate members of ESCAP</p> <p>(Commission session agenda item 4(d) on technical cooperation activities of ESCAP and announcement of intended contributions)</p>	May 2010
<p><b>No. 11. United Nations coordination</b></p> <p>Similar to the preceding recommendation, the ESCAP secretariat should consider putting in place mechanisms whereby RI activity might be better coordinated with the work of other United Nations development agencies in the region, and to concentrate especially on those specific United Nations entities whose work may be more closely aligned with the work of the particular RI. This coordination work should not be left simply to the RI alone.</p>	<p>Management agrees and notes that the recommendation relates to: (a) outreach and partnerships by each regional institution; and (b) coordination and support to regional institutions by ESCAP headquarters.</p> <p>On (a), management refers to its response to recommendation number 9.</p> <p>On (b), management refers to the general remarks by management on the development of organization-wide policy and guidelines for operational collaboration between regional institutions and Bangkok-based divisions. The provision of support to regional institutions to</p>	<p>Include guidance on how best to support regional institutions in ensuring that their work is better coordinated with the work of other United Nations agencies in the region in the policy and guidelines on operational collaboration</p>	December 2010

Report recommendation	Management response	Follow-up action	Expected completion date
	ensure that their work is better coordinated with the work of other United Nations agencies in the region will be duly addressed in the policy and guidelines.		
<p><b>No. 12. NRL arrangements</b></p> <p>While, the use of non-reimbursable loan (NRL) resources should be based on existing guidelines available from the Human Resources Management Section, the ESCAP secretariat might initiate consultations with the Government of the Republic of Korea in order to optimize such arrangements for NRLs from the Republic of Korea. Areas that might be addressed include the setting of skills requirements, providing financial incentives where they may be needed, and factoring in staff performance to the host country's NRL career development and related promotional opportunities. NRL arrangements should be made for a longer period of time (e.g. 2-3 years), with an opt-out clause for either party, based on performance.</p>	<p>While management agrees that incentive structures such as the ones outlined in the recommendation are important to support the performance and development of non-reimbursable loan experts, it finds the recommendation somewhat misguided for the following reasons:</p> <p>(a) United Nations policies, guidelines and procedures on the use of non-reimbursable loans emanate from various General Assembly resolutions and administrative issuances. It would not be appropriate for the ESCAP secretariat to approach any individual member State to address the issues outlined in the recommendation.</p> <p>(b) In accordance with the above-mentioned policies, guidelines and procedures, non-reimbursable loan experts are not considered staff members of the United Nations. As such, they are not entitled to United Nations staff development or related incentives and benefits. At the end of a non-reimbursable loan expert's tenure, a performance evaluation/appraisal of services performed by the expert is written by</p>		

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	<p>the ESCAP secretariat and, if requested, transmitted to the donor authorities concerned. The use of performance appraisals provided by ESCAP for career development or other purposes is at the full discretion of the donor.</p> <p>(c) The service provided by a non-reimbursable loan expert is already normally for a period not exceeding three years, in line with the recommendation.</p>		
<b>3. General recommendations for the Commission</b>			
<p><b>No. 13. RI funding condition</b></p> <p>In order to avoid the potential of a RI becoming overly dependent on a single source of funding (host country), the Commission might introduce a resource mobilization target in the resolution or statute whereby a minimum amount of RI financing (e.g. 25-50 per cent) might be obtained from non-host country sources.</p>	<p>While management agrees that the diversification of funding sources supports the financial sustainability of regional institutions, it finds the strategy suggested in the recommendation to be inflexible.</p> <p>More comprehensive and flexible guidance on the matter is available in the guidebook for ESCAP regional institutions on resource mobilization.</p> <p>The financial sustainability of regional institutions under the auspices of ESCAP will be considered in the preparations by the secretariat for the midterm review of the conference structure of the Commission, scheduled for 2011 (see Commission resolution 64/1, para. 7).</p>	<p>Preparations for the midterm review of the conference structure of the Commission</p>	<p>31 January 2011</p>



Report recommendation	Management response	Follow-up action	Expected completion date
<p><b>No. 14. Overall governance of RIs</b></p> <p>Several actions might be taken by the Commission on the initiative of the ESCAP secretariat to clarify and strengthen the overall governance of the RIs. First, the Commission may wish to review the role and mandate of the APCICT GC (and other GCs) with a view to clarifying the GC role as one of an “advisory” nature or as one of a “governing” nature, or both. The different aspects that may be considered cover, inter alia: (a) the selection criteria for membership; (b) the term of membership in order to reduce turnover and enhance continuity; (c) an obligation of GC members to contribute a minimal annual voluntary amount of funding to the RI; (d) the precise role in reviewing and/or recommending for approval the RI annual programme of work; and (e) meeting frequency. Prior to taking on a role of approving (and not just advising on) the RI’s annual workplan, it would be important for GC members to become fully aware of and have ongoing, in-depth engagement with the RI’s work.</p> <p>Secondly if such a governance review is carried out, it should be done in the context of reviewing the Commission’s overall conference structure (which includes the Commission, eight subsidiary Committees (including the Committee on ICT (CICT)) and the five regional institutions). In that context, it would also be beneficial to review the governing structure of all five regional institutions at the same time, including the role</p>	<p>Management agrees that the overall governance of the regional institutions could be clarified and strengthened.</p> <p>The overall governance of the regional institutions under the auspices of ESCAP will be considered in the preparations by the secretariat for the midterm review of the conference structure of the Commission, scheduled for 2011 (see Commission resolution 64/1, para. 7).</p>	<p>Preparations for the midterm review of the conference structure of the Commission</p>	<p>31 January 2011</p>

Report recommendation	Management response	Follow-up action	Expected completion date
<p>and mandate of the Commission, the Committees and the Governing Councils in that regard. On the basis of a decision by the Commission, the statutes of the regional institutions could then be changed accordingly.</p> <p>Thirdly, it is noted that the annual report of RIs to the Commission contains GC's recommendations and issues for consideration by the Commission. However, it is recommended that the secretariat apply other mechanisms to ensure that Commission oversight of RIs in fact takes place (e.g. that clause 6 in current resolution 61/6 has meaningful application). This might be achieved through a specific delegated authority to the GCs and/or the secretariat to monitor or follow up on the implementation of recommendations.</p>			

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