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**Open-ended intergovernmental working group
on improving the governance and financial
situation of the United Nations Office on Drugs
and Crime**

Vienna, 7 October 2008

**Governance structure of the United Nations Office on
Drugs and Crime (UNODC) and selected United
Nations entities**

**Non-paper prepared for the intergovernmental working group
on improving the governance and financial situation of
UNODC**

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I. COMMISSION ON NARCOTIC DRUGS

A. Historical overview

1. The Commission on Narcotic Drugs was established by the Economic and Social Council in 1946, by resolution 9 (I). It is the central policy-making body within the UN system for dealing with drug related matters. The Commission meets annually for one regular session, and holds a reconvened session in odd numbered years to consider budgetary matters. It is comprised of 53 members, elected by the Economic and Social Council, with each member serving a four year term. Membership must adequately represent countries which are important illicit drug producing and manufacturing States, as well as those States affected by illicit drug activity. In addition, membership must take into account the principle of equitable geographical distribution.

2. The Commission originally functioned as a global forum to increase international cooperation in combating the world drug problem, and performed the functions assigned to it by the international drug control treaties. However, in 1989, the General Assembly recognized that the new dimensions of the international drug problem necessitated a more comprehensive approach to international drug control efforts. The General Assembly also determined that the United Nations should play an enhanced role, providing a central focus for concerted international drug control efforts. Therefore, in resolution 44/141, the General Assembly called for a review of the United Nations structure for drug abuse control, to provide recommendations for a stronger, more efficient United Nations drug control structure that would have enhanced status within the UN system.

3. In 1990, as a result of this review, the General Assembly established the United Nations International Drug Control Programme by resolution 45/179. Further, resolution 46/185 empowered the Commission on Narcotic Drugs to function as the governing body of the Programme. The Commission approves the budget of the Fund of the United Nations International Drug Control Programme on the basis of the proposals put forth by the Executive Director.

4. Furthermore, the Economic and Social Council, in resolution 1991/38, emphasized that the mandate of the Commission included providing policy guidance to the Vienna-based United Nations International Drug Control Programme, as well as monitoring its activities.

5. In 1998, after the General Assembly's twentieth special session on the world drug problem, the Commission's mandate was further expanded to monitoring and reviewing Member States' progress towards achieving the goals and targets established during the special session.

6. In order to enable the Commission to more effectively discharge its expanded mandates, and continue to fulfil its role as the central policy making body within the UN for drug related matters, ECOSOC resolution 1999/30 required that the agenda for the Commission be separated into two distinct segments: a normative segment, to discharge its treaty and normative functions, and an operational segment, to exercise its role as the governing body of the United Nations Drug Control Programme.

7. In addition, in resolutions 44/16, 45/17, 46/8 and 47/3, which called for continued improvement in the management of the United Nations International Drug Control Programme (UNDCP1) and strengthened dialogue with Member States, the Commission:

- Reaffirmed the governing role of the Commission in the UNDCP Fund and budget process, which includes advising the Programme in the preparation and implementation of the budget and the management of program resources so that the priorities established by Member States are reflected in the Programme;
- Encouraged strengthened dialogue between Member States and the Secretariat on the priorities and management of the Programme;

¹ In 2004, the Secretary-General, in bulletin 2004/6, established the United Nations Office on Drugs and Crime (UNODC), to implement the United Nations drug programme and crime programme in an integrated manner. This institutional structure allows the interrelated issues of drug control, crime prevention, and international terrorism to be addressed more effectively.

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- Requested the Executive Director to convene informal meetings between donor and recipient countries on the planning and formulation of the operational activities of the Programme, taking into account the priorities of all Member States concerned;
 - Encouraged the Executive Director to ensure that impartial, independent, and open evaluations of the Programme are conducted, and that these evaluations are reported to the Commission;
 - Welcomed the implementation of the planned system of financial management to allow the Programme and Member States to assess the cost, impact, and effectiveness of the activities of the Programme.

8. Furthermore, in 2007, the Economic and Social Council, in resolution 2007/12, whereby the Council adopted the Strategy for the period 2008-2011 of the United Nations Office on Drugs and Crime, requested that the Executive Director of UNODC submit a report identifying the medium-term strategy activities planned, and the estimated cost of implementing them. The resolution also asked for a report on the progress made in the implementation of the strategy for the period 2008-2011 for UNODC.

B. Subsidiary bodies

9. The Commission has 5 subsidiary bodies, established by ECOSOC. These bodies advise the Commission on regional policy issues and facilitate regional cooperation in activities directed against illicit drug trafficking. These bodies include the Subcommission on Illicit Drug Traffic and Related Matters in the Near and Middle East, as well as the four meetings of the Heads of National Drug Law Enforcement Agencies (HONLEA), respectively covering Asia and the Pacific, Africa, Latin America and the Caribbean, and Europe.

C. Working groups

10. In addition to the five standing subsidiary bodies, the Commission has the authority to convene intergovernmental working groups to conduct in-depth analyses of specific topics, and provide reports and recommendations to the Commission on these issues.

D. The Bureau

11. At the end of each session the Commission elects the Bureau for its subsequent session, and encourages it to play an active role in the preparations of the regular as well as the intersessional meetings of the Commission. This enables the Commission to provide effective policy guidance to the United Nations drug programme. The Bureau is composed of five members: a chairperson, three vice-chairpersons, and a rapporteur. These officers are elected on a rotational basis from among representatives of States that are members of the Commission from the African group, the Asia and Pacific group, the Western European and Other States Group, the Eastern European group, and the Latin America and the Caribbean group. In addition, the Bureau is supported by an Extended Bureau that includes the chairpersons of the five regional groups, the chairperson of the Group of 77 and China, and a representative of the Presidency of the European Union.

E. Intersessional meetings

12. To enable to the Commission to govern the work of the United Nations Office on Drugs and Crime in respect of the its drug programme, the Commission holds intersessional meetings. These informal intersessional meetings were established to enable the Commission to provide continuous, timely and effective policy guidance to the Office with regard to its drug programme and to start the necessary preparatory work for its regular and reconvened sessions.

II. COMMISSION ON CRIME PREVENTION AND CRIMINAL JUSTICE

A. Historical overview

13. The Commission on Crime Prevention and Criminal Justice was established by the Economic and Social Council in 1992, by resolution 1992/1. The Commission governs the operations and budget of the United Nations Crime Prevention and Criminal Justice Programme, and develops programmatic mandates to be carried out by UNODC. The Commission meets annually, and holds a reconvened session in odd numbered years to consider budgetary matters. The Commission is comprised of 40 members who serve three year terms.

14. In 1991, the General Assembly, in resolution 46/152, mandated that the Commission carry out the following functions:

- To serve as the principal policymaking body of the United Nations in the field of crime prevention and criminal justice, and to coordinate relevant activities in this field;
- To develop, monitor, and review the implementation of the United Nations Crime Prevention and Criminal Justice Programme;
- To facilitate and coordinate the activities of the United Nations institutes for the prevention of crime and the treatment of offenders;
- To prepare for the United Nations congresses on the prevention of crime and the treatment of offenders;
- To mobilize the support of Member States for the United Nations Crime Prevention and Criminal Justice Programme.

15. In addition, the Economic and Social Council, in resolution 1992/22, established the following priority themes of the Commission:

- International action to combat national and transnational crime, including organized crime, economic crime and money laundering, and promoting the role of criminal law in protecting the environment;
- Crime prevention in urban areas, including juvenile crime and violence; and
- Improving the efficiency and fairness of criminal justice administration systems.

16. Furthermore, in 2007, the General Assembly, in resolution 61/252, expanded the mandate of the Commission by authorizing it to approve the budget of the United Nations Crime Prevention and Criminal Justice Fund. To further enable the Commission to effectively functions as the governing body of the crime programme of UNODC, the Economic and Social Council, upon the recommendations of the Commissions in its resolution 2007/19, approved the Strategy for the period 2008-2011 for the United Nations Office on Drugs and Crime, where it requested the Executive Director of UNODC to submit a report identifying the medium-term strategy activities planned, and the estimated cost of implementing them. The resolution also asked for a report on the progress made in the implementation of the strategy for the period 2008-2011 for UNODC.

B. The Bureau

17. The Bureau of the Commission is composed of five members: a chairperson, three vice-chairpersons, and a rapporteur. The officers of the Commission are elected from among representatives of the States members of the Commission from the African group, the Asia and Pacific group, the Western European and Other States Group, the Eastern European group, and the Latin America and the Caribbean group on a rotational basis. In addition, the Bureau is supported by an Extended Bureau that includes the chairpersons of the five regional groups, the chairperson of the Group of 77 and China, and a representative of the Presidency of the European Union. Pursuant to ECOSOC resolution 2003/31, at the end of each session the Commission elects the Bureau for its subsequent session, and encourages it to play an active role in the preparations of the regular as well as the intersessional meetings of the

Commission. This enables the Commission to provide policy guidance to the United Nations Crime Prevention and Criminal Justice Programme.

C. Intersessional meetings

18. To enable to the Commission to govern the work of the United Nations crime programme, the Commission holds regular intersessional meetings. These informal intersessional meetings allow the Commission to provide continuous, timely, and effective policy guidance to the Programme. In addition, the meetings enable the Commission to prepare for its regular and reconvened sessions.

D. UN Crime Congresses and Crime Prevention Network

19. As mandated by General Assembly resolution 46/152, one of the important tasks of the Commission is to prepare for the UN Congresses on Crime Prevention and Criminal Justice, which take place every 5 years. The Commission is responsible for preparing the programme of work and agenda of the Congresses, as well as monitoring the implementation of the outcomes of the Congresses.

20. The UN Crime Prevention and Criminal Justice Programme Network consists of the United Nations Office on Drugs and Crime and a number of interregional and regional institutes around the world, as well as specialized centres. The network has been developed to assist the international community in strengthening cooperation in the crucial area of crime prevention and criminal justice. The network facilitates the exchange of information, research, training and public education.

III. UNITED NATIONS DEVELOPMENT PROGRAM (UNDP) AND UNITED NATIONS FUND FOR POPULATION ACTIVITIES (UNFPA)

A. Governing body

21. The Executive Board of UNDP and UNFPA is under the authority of the Economic and Social Council. The Board provides supervision and intergovernmental support for the activities of UNDP and UNFPA in accordance with the overall policy guidance of the General Assembly and the Economic and Social Council. The Board is comprised of 36 members elected by the Economic and Social Council. The Board meets three times per year. The Annual Session of the Board normally lasts for twelve days, and its two regular sessions last for eight days. This enables the Executive Board to monitor the accomplishment of its work as set out in its annual work plan.

22. The Executive Board is charged with the following functions:

- To implement the policies formulated by the General Assembly and the coordination and guidance received from the Economic and Social Council;
- To receive information from and give guidance to the head of each fund or programme on the work of each organization;
- To ensure that the activities and operational strategies of each fund or programme are consistent with the overall policy guidance set forth by the General Assembly and the Economic and Social Council, in accordance with their respective responsibility set out in the United Nations Charter;
- To monitor the performance of the fund or programme;
- To approve programmes, including country programmes (for UNDP: country cooperation frameworks), as appropriate;
- To decide on administrative and financial plans and budgets;
- To recommend new initiatives to the Economic and Social Council, and through the Council, to the General Assembly, as necessary;
- To encourage and examine new programme initiatives;

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- To submit annual reports to the Economic and Social Council, which could include recommendations, where appropriate, for improvement of field-level coordination.

B. Subsidiary organ

23. The Executive Board also elects a Bureau, which is comprised of representatives from the five regional groups. The Bureau is responsible for ensuring that the organization remains responsive to the evolving needs of program countries. The Bureau organizes Executive Board meetings, facilitates transparent decision-making, and promotes dialogue in decision-making.

24. The Bureau must brief the Board on its deliberations, and it does not have the authority to make decisions on any substantive matters. However, the Bureau should consider issues related to the agenda of the meetings, documentation, and the structure of meetings, and should help highlight the issues and recommendations that require consideration and action by the Board.

IV. UNITED NATIONS ENVIRONMENTAL PROGRAM (UNEP)

A. Governing body

25. The United Nations Environmental Program is run by the UNEP Governing Council, which reports to the UN General Assembly through the Economic and Social Council. The Governing Council meets once every two years for five days to decide the UNEP's programme of work. The Council is composed of 58 members, elected by the General Assembly for four-year terms. In 1999 the General Assembly also endorsed an annual ministerial-level Global Ministerial Environmental Forum (GMEF), in which participants review important and emerging policy issues. This Forum meets for three days each year, either as part of the Governing Council's regular session or in a special session, and helps to identify and develop a consensus on current and emerging environmental challenges.

26. The Governing Council is charged with providing general policy guidance for environmental programmes within the United Nations system. Therefore, its mandates include:

- To promote international cooperation in the field of the environment and to recommend, as appropriate, policies to this end;
- To receive and review the periodic reports of the Executive Director of UNEP on the implementation of environmental programmes within the United Nations system;
- 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;
- 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;
- To review and approve the programme of utilization of resources of the Environment Fund.

B. Subsidiary organ

27. In 1997, the Governing Council established the Committee of Permanent Representatives as a subsidiary organ. Pursuant to decision 19/32, the Committee meets four times per year. This Committee is responsible for:

- Reviewing, monitoring, and assessing the implementation of Governing Council decisions on administrative, budgetary and programme matters;
- Reviewing the draft programme of work and budget during their preparation by the Secretariat;

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- Reviewing and making recommendations on reports requested of the Secretariat by the Governing Council on the effectiveness, efficiency, and transparency of the functions and work of the Secretariat;
 - Preparing draft decisions for consideration by the Governing Council based on inputs from the Secretariat.

V. UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT (UNCTAD)

A. Governing body

28. UNCTAD is a subsidiary organ of the United Nations General Assembly. The Conference is held every four years, and during this conference Member States make assessments of current trade and development issues, discuss policy options and formulate global policy responses. The Conference also sets the organization's mandate and work priorities. The Conferences serve an important political function, as they allow intergovernmental consensus building regarding development policies, and they play a key role in identifying the role of the United Nations and UNCTAD in addressing economic development problems.

29. Membership of UNCTAD is open to any Member State of the UN. In 2008, UNCTAD reported a membership of 193 States².

B. Subsidiary organs

30. The Trade and Development Board is the executive body of UNCTAD, and reports to both the Conference and the General Assembly through ECOSOC. The Board meets annually for regular sessions, and can convene one day executive sessions up to three times per year. All Member States of UNCTAD can be on the Trade and Development Board. The Board deals with urgent policy issues that arise between the Conferences, as well as institutional and management matters. In 2008, there were 153 Board members³.

31. There are 4 subsidiary bodies of the TDB. There are 3 Commissions, which meet once a year to provide guidance to the TDB on specific policy issues, and to provide guidance for the secretariat. The Commissions have the authority to convene expert meetings each year to provide technical input into their work. There is also one Working Party on the Medium Term Plan and the Programme Budget, which normally meets twice per year. The Working Party is charged with implementing the outcomes of the quadrennial conferences.

VI. INTERNATIONAL ATOMIC ENERGY AGENCY (IAEA)

32. The IAEA was established under the IAEA statute, which was approved in 1956. The statute creates an independent agency within the UN, although the Agency must report on its activities annually to the General Assembly, and, when appropriate, to the Security Council. The Agency is also required to submit reports to ECOSOC and other United Nations organs on matters within the competence of those organs.

A. Governing body

33. The General Conference is the highest governing body of the IAEA. The Conference is composed of representatives of all Member States of the Agency. As of 2007, the IAEA had 144 Member States.

34. The General Conference meets once per year, and considers and approves the Agency's programme and budget. It also decides on any other matter brought before it by the Board of Governors, the Director General, or Member States.

² See document: TD/B/Inf/211.

³ Ibid.

B. Subsidiary organ

35. The Board of Governors of the IAEA is composed of 35 Member States, elected by the General Conference. The Board usually meets five times per year.

36. The Board is responsible for preparing an annual report to the General Conference on the affairs of the Agency, and on any projects approved by the Agency. The Board also prepares any reports that the Agency is required to make to the United Nations or other organizations. The Board has the authority to establish committees as necessary, and the Board is empowered to carry out the functions of the Agency, subject to the Board's responsibilities to the General Conference. Furthermore, the Board appoints the Director General of the Agency, subject to the approval of the General Conference.

VII. UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

37. UNIDO was established in 1966, by General Assembly resolution 2152 (XXI). UNIDO is a specialized agency of the UN, and therefore is an autonomous agency within the UN network that has its own constitution, member states, and regular budget. Specialized agencies are bound to the UN by legal agreements, but they are not governed directly by UN organs. Rather, they have their own policy-making bodies.

A. Governing body

38. UNIDO is governed by a General Conference, which is comprised of representatives of all of UNIDO's Member States. In 2007, 172 States were members of UNIDO. The General Conference determines the guiding principles and policies of UNIDO, and approves the budget and work program of the Organization. The General Conference meets once every two years.

B. Subsidiary organs

39. The Industrial Development Board is comprised of 53 State Members of UNIDO, elected by the General Conference. The Board reviews the implementation of the Organization's work program, as well as the implementation of the regular and operational budgets. The Board recommends a candidate for Direct-General of the Organization, subject to the approval of the Conference. The Board meets once during years that the General Conference is held, and twice every other year.

40. UNIDO also has a Programme and Budget Committee, composed of 27 States Members of UNIDO, who are also elected by the General Conference. The Committee meets annually, and assists the Industrial Development Board in the preparation of the work programme, the budget, and other financial matters.

VIII. UNITED NATIONS CHILDREN'S FUND (UNICEF)

41. The United Nations Children's Fund is governed by an Executive Board, comprised of 36 members. The members are elected by the ECOSOC, and serve three year terms. The Board meets three times per year, and is responsible for overseeing UNICEF's activities and for approving its policies, country programmes, and budgets. Specifically, the Executive Board is charged with:

- Implementing the policies formulated by the Assembly and the coordination and guidance received from the Council;
- Receiving information from and giving guidance to the Executive Director on the work of UNICEF;
- Ensuring that the activities and operational strategies of UNICEF are consistent with the overall policy guidance set forth by the Assembly and the Council;
- Monitoring the performance of UNICEF;
- Approving programmes, including country programmes;

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- Deciding on administrative and financial plans and budgets;
 - Recommending new initiatives to the Council and, through the Council, to the assembly as necessary;
 - Encouraging and examine new programme initiatives; and
 - Submitting annual reports to the Council in its substantive session, which could include recommendations, where appropriate, for improvement of field-level coordination.
42. The Board's work is coordinated by a Bureau, which is composed of five members who represent the five regional groups of Member States at the United Nations.

IX. UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES (UNHCR)

43. UNHCR was established by the General Assembly in 1950, by resolution 428 (V). The work of UNHCR is governed by its Executive Committee, which determines the policies under which UNHCR plans, develops and administers refugee projects and programmes. The Committee is comprised of 76 members, elected by the Economic and Social Council. As promulgated in the GA and ECOSOC resolutions that established the executive committee, members can be elected from representatives of states who show a demonstrated interest in and devotion to the solution of refugee problems; provide the widest possible geographical representation, and are members of the United Nations or its specialized agencies.

44. The Committee meets annually to review and approve UNHCR's programmes and budget, advise on international protection and discuss a wide range of other issues with UNHCR and its intergovernmental and non-governmental partners.

45. The Committee functions as a subsidiary organ of the General Assembly, and must submit annual reports to the General Assembly. The Executive Committee does not substitute for the policy making functions of the General Assembly or ECOSOC. Rather, in General Assembly Resolution 1166 (XII), the Committee is charged with:

- Giving directives the High Commissioner for the liquidation of the United Nations Refugee Fund;
- Advising the High Commissioner, at his request, in the exercise of his functions under the Statute of his Office;
- Advising the High Commissioner as to whether it is appropriate for international assistance to be provided through his Office in order to help solve specific refugee problems remaining unsolved after 31 December 1958 or arising after that date;
- Authorizing the High Commissioner to make appeals for funds to enable him to solve the refugee problems referred to in sub-paragraph (c) above;
- Approving projects for assistance to refugees;
- Giving directives to the High Commissioner for the use of the emergency funds.

46. The Executive Committee is supported by a Standing Committee, which meets three times per year. The Standing Committee prepares conclusions and decisions for consideration by the Executive Committee, and reviews UNHCR's activities and programmes in the different regions.

47. The Executive Committee can also call for informal consultative meetings of the Standing Committee on topics that require in depth discussion, such as management reform, programme budget reform, and the evaluation of pilot programs. The informal consultative meetings are currently open only to Executive Committee Members.

X. COMMISSION ON THE STATUS OF WOMEN

48. The Commission on the Status of Women is a functional commission of ECOSOC. It is the principal policy-making body on issues related to gender equality and the advancement of women. The Commission was established in 1946, by ECOSOC resolution 11(II).

49. The Commission is comprised of 45 Member States, elected by ECOSOC on the basis of equitable geographical distribution. Members serve four year terms. The Commission meets once per year, for a period of 10 days.

50. The principal output of the Commission is the agreed conclusions on priority themes set for each year. These conclusions contain an analysis of the priority theme and a set of concrete recommendations for Governments, intergovernmental bodies, and other institutions, to be implemented at the international, national, regional, and local level.

51. The Commission elects a bureau, which plays a crucial role in facilitating the preparation for and ensuring the success of the annual sessions of the Commission.

XI. UNITED NATIONS DEVELOPMENT FUND FOR WOMEN (UNIFEM)

52. UNIFEM was first established as the United Nations Voluntary Fund for the Decade for Women, under the United Nations Secretariat. However, in 1984, the General Assembly established UNIFEM as a separate entity in autonomous association with the United Nations Development Programme (UNDP). Under General Assembly resolution 39/125, the UNDP administrator delegates the management of the Fund and its administration to the Executive Director of UNIFEM.

53. UNIFEM is governed by the UNDP/UNFPA Executive Board, and UNIFEM reports to this Board every year.

54. UNIFEM is advised by a five member Consultative Committee, which meets once a year to provide guidance to UNIFEM on programme and policy matters. The Committee also advises the UNDP administrator on all policy matters affecting UNIFEM. The Committee is appointed by the President of the UN General Assembly, and the members serve for three year terms.

XII. WORLD FOOD PROGRAMME

55. In 1996, Pursuant to General Assembly resolution 50/8, the governing body of the World Food Programme was reconstituted into an Executive Board. The Board is composed of 36 Members, who are Members of the United Nations and the Food and Agriculture Organization (FAO). 18 members are elected by ECOSOC, and 18 are elected by the Council of the FAO. The Board meets three times a year, and has the following functions:

- Evolving and coordinating short-term and longer-term food aid policies;
- Providing intergovernmental supervision and direction of WFP management;
- Reviewing, modifying, and approving programmes, projects, and activities submitted to it by the Executive Director;
- Reviewing the administration and execution of approved programmes, project, and activities of WFP;
- Examining and approving the administrative and programme budget of the WFP.
- Reporting annually on WFP's programmes, to both ECOSOC and the FAO Council.

56. At its first session each year, the Board elects a Bureau, composed of a President, Vice-President, and three other members. The Bureau is responsible for facilitating the effective and efficient functioning of the Board. Specifically, the Bureau is charged with the strategic planning of the work of the Board, the preparation and organization of Board meetings, and the promotion of dialogue.

XIII. UNITED NATIONS HUMAN SETTLEMENT PROGRAMME (UN-HABITAT)

57. The work of UN-HABITAT is governed by a 58 member Governing Council, which meets every two years to approve UN-HABITAT's work programme and budget. Members are elected by ECOSOC, and serve four year terms. The Governing Council is supported by a Bureau, composed of five members elected for two year terms.

58. In addition, the Committee of Permanent Representatives (CPR) UN-HABITAT serves as the intersessional subsidiary body of the Governing Council. Membership of the CPR comprises all Member states accredited to the United Nations Human Settlements Programme. The CPR has the following responsibilities:

- To review and monitor, within the policy and budgetary framework provided by the Governing Council, the implementation of the work programme of UN-HABITAT as well as the implementation of decisions of the Governing Council;
 - To review the draft work programme and budget of UN-HABITAT during their preparations;
 - To prepare draft decisions and resolutions for consideration by the Governing Council; and
 - To meet at least four times in a year with the participation of the Executive Director of UN-HABITAT.
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