



United Nations

Mandate Implementation Review

UN80 Initiative: workstream 2

Mandate Implementation Review

Report of the Secretary-General

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Introduction

~8 billion

people connected to global goals,
norms and aspirations

440 million

lives improved directly on the ground

*Decisions on how or when
to create, review or retire
mandates are entirely the
prerogative of Member States.*

1. Mandates are the property and responsibility of Member States, which adopt them. Decisions on how or when to create, review or retire them are likewise entirely the prerogative of Member States. The role of the United Nations system is to implement these mandates, delivering Member States' decisions as effectively and efficiently as possible. The present report provides analysis that offers useful perspectives on the mandate life cycle. It also provides a number of proposals, both for the United Nations system and for the consideration of Member States, to strengthen the impact of mandates. It is part of the second workstream of the UN80 Initiative, launched in a letter to Member States on 11 March 2025. Separate UN80 Initiative workstreams are also under way to achieve efficiencies and improvements within current arrangements and to identify possible structural changes and programme realignments across the United Nations system; their findings will complement the present report.

2. These efforts are consistent with the request made in General Assembly resolution [79/318](#), in which the Assembly, inter alia, looked forward to receiving proposals aimed at strengthening the impact of the United Nations and enhancing its agility, responsiveness and resilience while addressing the issue of duplicative efforts and ensuring effective and efficient mandate delivery across all three pillars of the work of the United Nations. Should Member States later decide that they wish to initiate a more formal review of mandates, the United Nations system stands ready, if requested, to support them throughout the process.

MANDATES FOR THE GREATER GOOD

3. Since 1946, three principal organs of the United Nations – the General Assembly, the Security Council and the Economic and Social Council – and their subsidiary organs have issued mandates¹ to United Nations entities through more than 40,000 resolutions, decisions and presidential statements. These mandates are not simply texts or numbers on a page; they represent the enormous, accumulated capital of nearly eight decades of global cooperation and multilateralism. They have helped to forge agreement and develop global norms on some of the most important issues of our time: sustainable development, peace and security, humanitarian action, human rights and many more.

4. Mandates also guide and enable what the United Nations system² does today. Working in over 1,100 locations across more than 190 countries and territories, the United Nations system serves the aspirations of more than 8 billion people and directly improves the lives of more than 440 million people every year. The United Nations provides a forum for all Member States to come together to resolve challenges including conflict, climate change, socioeconomic disparities and other crises, while also working to create a fairer world for all through gender equality, disability inclusion and protection of the most vulnerable. Through mandates, Member States and the United Nations system have worked together to achieve this extraordinary impact. The skill and commitment of United Nations personnel who carry out these mandates, including in conditions of hardship, remains a cornerstone of the United Nations system's ability to deliver.

1 For the purposes of the present report, "mandate" generally refers to a request or directive for action by the United Nations Secretariat or other implementing entities, set out in the Charter of the United Nations or a resolution or decision adopted by a United Nations intergovernmental organ. The present report refers mainly to mandates cited by United Nations entities in support of resource requirements in the proposed programme budget for 2026 and the peacekeeping budget for the period 2025/26. "Mandate" (or "mandate source") may also refer to the various documents that contain these individual requests or directives (e.g. resolutions, decisions, presidential statements, etc.). Mandate sources may also refer to recommendations in reports of subsidiary organs, such as advisory or technical committees or bodies, which, once adopted by the General Assembly or the Economic and Social Council, require action.

2 For the purposes of the present report, "United Nations system" refers to the United Nations, specialized agencies and related organizations. The United Nations is composed of six principal organs and subsidiary organs. Specialized agencies and related organizations are composed of their own intergovernmental bodies and other entities.

SUMMARY OF PROPOSALS

1. Support mandate creation

Provide full visibility of the overall mandate landscape; and support Member States in creating mandates that maximize relevance and impact

2. Improve mandate delivery

Establish optimal arrangements for meetings and reports; strengthen delivery management mechanisms; and enhance effective use of resources

3. Strengthen mandate

review Reinforce mandate review mechanisms; and strengthen the United Nations system's accountability for impact.

1,100

locations where the United Nations
system serves Member States and
communities

REPORT OBJECTIVES

5. These collective achievements are the result of mandates created by Member States. They must remain front and centre as we work together to build a United Nations system that can deliver even greater impact in the years to come. Reviewing the mandate life cycle is an important step in that process.

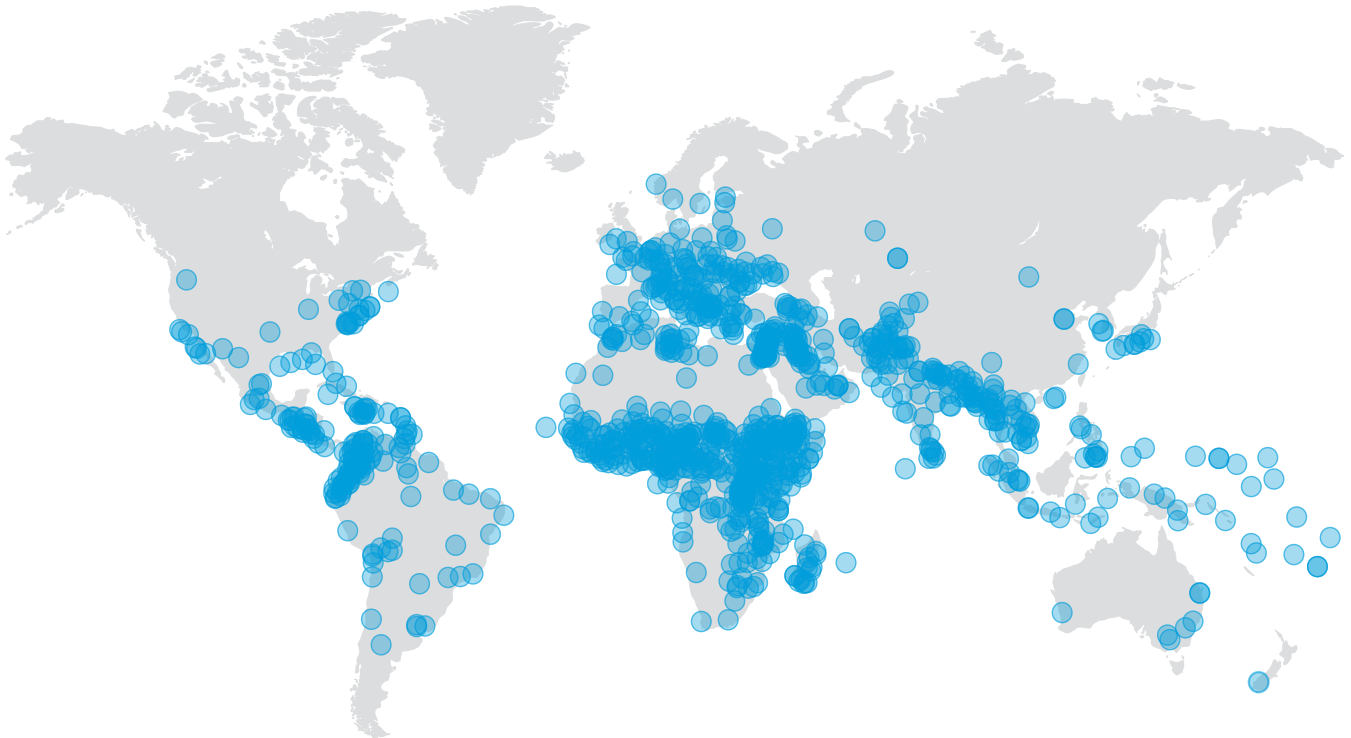
6. Specifically, the present report provides insights into how mandates are created, delivered and reviewed, as well as proposals for consideration regarding how each of these functions might be strengthened. The report is entirely restricted to the processes and services around mandate creation, delivery and review. It does not include any attempts to assess the merits of the mandates themselves.

RATIONALE AND LESSONS LEARNED

7. While mandates are essential, their large number can bring practical challenges. Member States have noted that it is difficult to keep sight of the overall mandate landscape, there is a danger of duplication and overlap between mandates, the aggregated instructions in

The United Nations family serves Member States and communities across the globe

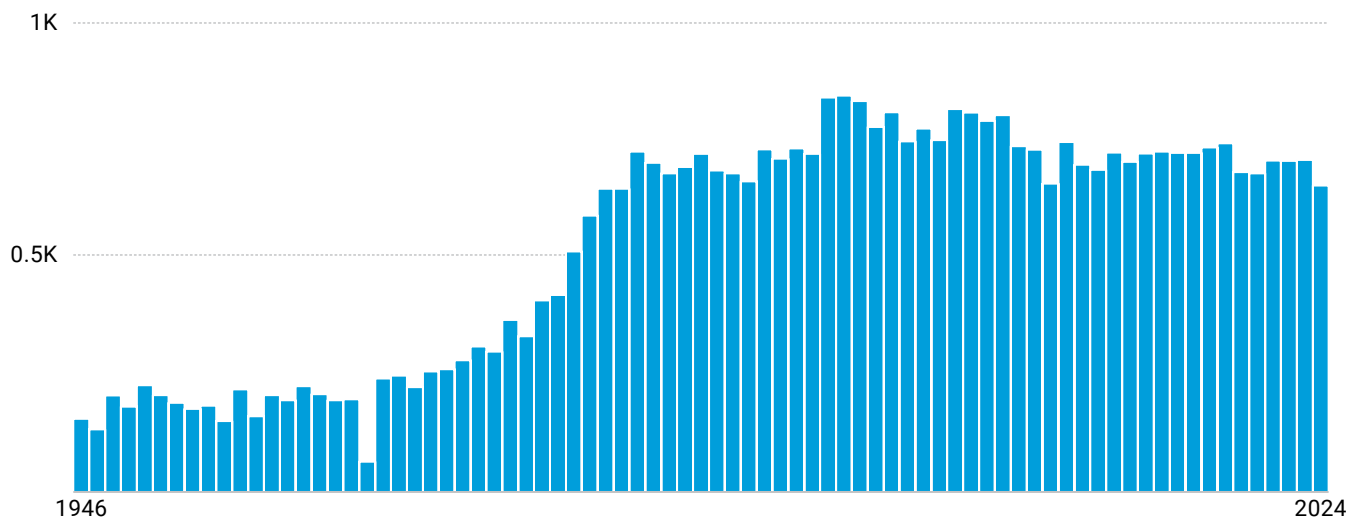
Duty stations of United Nations system organizations



Source: United Nations System Chief Executives Board for Coordination (CEB) statistics (2023). Illustrative map only.

>40,000 resolutions, decisions and presidential statements since 1946

Number of mandate sources adopted by the General Assembly, the Security Council, ECOSOC and the Human Rights Council



Source: Estimates based on UN Digital Library data.

mandates may place an unreasonable burden on both the United Nations system and Member States, the mandates may not always translate into clear resource allocations or programmes for maximum impact, and mandates may also outlive their original use and purpose if not subject to regular examination. Shortcomings in United Nations Secretariat support for Member States may also create challenges throughout the mandate life cycle.

8. The eightieth anniversary of the United Nations is an appropriate moment to review this situation. The UN80 Initiative provides the opportunity, coming at a time when there are just five years left to achieve the Sustainable Development Goals and there is a pressing need to fulfil the Pact for the Future. Embarking on such a review with the best chance of a successful outcome requires learning from experience. Efforts to streamline mandates go as far back as 1954, and the previous major effort was initiated following the 2005 World Summit when Member States called for a review of mandates older than five years. In the report of the Secretary-General in which that review was initiated ([A/60/733](#)), issued in 2006, four headline problems were identified: burdensome reporting requirements; overlap between and within organs; an unwieldy and duplicative architecture for implementation; and the gap between mandates and resources.

9. Regrettably, that review and the intergovernmental process which resulted from it by common consent did not yield the envisioned results. The problems that it identified are still here today and, unaddressed, have intensified over the past 20 years.

Learning lessons from 2006

Report of the Secretary-General
from 2006: mandating and delivering



Access 2006 report

NEW OPPORTUNITIES AND APPROACH

10. There are reasons to believe that the UN80 Initiative can produce better results than past efforts, on the condition that Member States are ready to invest sufficiently in a process that will be demanding and complex. The present report serves to leverage several factors that together can promote strong outcomes. It reflects calls by Member States during informal meetings of the General Assembly on the UN80 Initiative to ensure that transformational change reinforces the Charter of the United Nations, strengthens all three pillars of United Nations work equally and builds on existing reforms to deliver concrete results at the country level. As noted above, it is also consistent with the request made in General Assembly resolution [79/318](#).

11. Through data analytical capacities not previously available, the present report provides Member States with more information and a fuller understanding of the current mandate landscape. Even the intensification of the problems identified in 2006 can help to focus attention and political will. Perhaps more importantly, the report shows a markedly different approach from previous efforts, which may open a way forward.

12. Instead of taking up and examining individual mandates one by one as in 2006 in an ultimately unmanageable process, in the present report the Secretary-General proposes an approach focused on the system-level or structural issues identified across the life cycle of mandates. It contains an analysis of the conditions in which mandates are first created, then delivered and finally reviewed for impact, with proposals offered at each step that could address potential challenges. The report lays the groundwork for a possible renovation of the ways in which the will of Member States expressed in mandates is translated into impact on the ground.

13. It will be for Member States to assess the approach set out in the present report and to determine what further steps may be warranted. These might include a carefully designed intergovernmental process to be undertaken within a specific time frame. Within his existing authority, the Secretary-General also intends to take a number of actions to enhance the visibility of mandates, streamline work, improve mandate delivery and strengthen reviews.

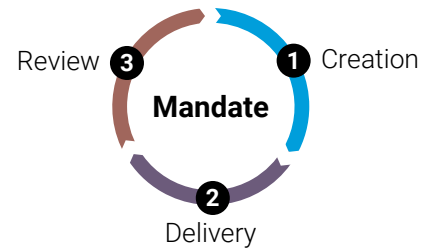
SCOPE AND METHODOLOGY

14. Mandates vary greatly in character, ranging from those setting long-term, wide-ranging frameworks to more targeted directives addressing specific issues. The scope of the present report includes an assessment of the life cycle of mandates issued by the General Assembly, the Security Council, the Economic and Social Council and their subsidiary organs. Although these organs can and do issue mandates that affect the wider United Nations system, the Sustainable Development Goals being just one notable example, many mandates principally concern the Secretariat.

15. Examples in the present report draw often – although not exclusively – from data across the Secretariat to illustrate issues experienced across the wider United Nations system. Data sources are cited throughout the report and primarily include the United Nations Digital Library; United Nations System Chief Executives Board for Coordination statistics; data from reports to relevant principal organs; United Nations system strategic plans; United Nations programme budgets; system-wide reviews; and donor reports.

The mandate life cycle

Three key steps examined in this report



Why mandates matter: our impact

By creating, implementing and reviewing mandates, Member States and the United Nations system create shared impact for people and planet, when and where it matters most. Below is a select view of our impact in 2024.

8 BILLION PEOPLE

connected to shared global goals, norms and objectives for humanity

>190 COUNTRIES

working together with the United Nations to keep the global temperature rise well below 1.5°C

68K PEACEKEEPERS

deployed in 11 peacekeeping missions around the world, including civilian personnel

\$50 BILLION

in appeals coordinated for the humanitarian needs of 198 million people worldwide

139 MILLION PEOPLE

assisted and protected while fleeing war, famine and persecution

56 MILLION PEOPLE

with improved access to social protection programmes

83 COUNTRIES

assisted in strengthening laws and policies for women and girls

80 TREATIES

and declarations to protect and promote human rights

377 MILLION VOTERS

registered and some 50 countries assisted with their elections

440 MILLION LIVES

of children under 5 improved with programmes to prevent stunting and wasting

3 MILLION LIVES

saved per year through vaccines supplied to 45% of the world's children

49K SURVIVORS

of torture receiving support across more than 90 countries

UNODC provided technical assistance against organized crime across 156 countries · WMO helped build multi-hazard early-warning capacity in 108 countries · OCHA released \$3.4M to humanitarian responders in Nepal six minutes after verified flood warnings · UNV supported 59 UN partner programmes and field operations worldwide · UN Women strengthened the capacities of 16,600 organizations to support women across 93 countries · UNHCR supported 4.6 million people in securing documentation · WFP provided \$3.3 billion in cash-based transfers and commodity vouchers · DPPA provided electoral assistance for one-third of elections held globally · UNCDF supported 1 million Pacific residents' access to digital finance · UPU supported 4.5 million postal workers worldwide · DPO deployed over 68,000 peacekeepers across 11 peacekeeping missions · UNEP helped 70 countries update their national biodiversity strategies · IFAD approved over \$800 million in climate finance · DPPA conducted 170 mediation support assignments · UN-Habitat empowered 237 million people through improved urban planning and management · ITU helped improve access to telecommunications for underserved communities globally · UNOPS procured \$1.7 billion worth of goods and services for its partners · ITC supported more than 10,000 women-led businesses · ODA funded 133 arms control-related projects benefiting 48 countries · UNICEF provided education access to 26 million out-of-school children, including 13 million in crisis · OHCHR secured the release of more than 3,000 arbitrarily detained people · WHO supported 7,800 critically ill patients in 45 countries with advanced clinical management at any given time · FAO trained 50,000 government staff, strengthening institutional capacities · UNFPA provided sexual and reproductive health services to 54 million women and young people · UNMAS removed or destroyed 2 million explosive ordnance items · OCHA mobilized 2,000 partners and UN agencies to reach 116 million people in 33 countries · UNITAR trained ~550K individuals worldwide · UNDP helped 160 million people gain access to essential services for health, education, and water · IOM reached 4 million beneficiaries with cash-based support · UN-Habitat benefited 320K people through improved water and sanitation services · ILO supported reforms that improved social protection coverage for 18 million people worldwide · WFP distributed 4.8 million metric tonnes of food · ITU allocated spectrum and satellite resources to ensure global telecom and ICT access · Spotlight mobilized \$250M+ and backed 1,400+ grassroots organizations in fragile settings since 2016 · UNDP helped 51 million people gain access to renewable energy · UNU provided free-of-charge online access to 8,700+ publications · WHO delivered \$44M critical supplies to 22 emergencies in 77 countries · UNAIDS helped ensure 31 million people received life-saving treatment · OCHA supported >370 families of humanitarian workers killed · UNICEF delivered over 1.5 billion polio vaccine doses to 87 countries · UNCTAD delivered over 200 technical assistance projects in more than 70 countries · DCO aligned activities with the development priorities of 98% of host governments · UN Women disbursed more than \$220 million to civil society organizations, local organizations and networks working towards gender equality · OCHA assisted ~120 million people with assistance · UNIDO delivered technical cooperation services worth \$291 million · UNDP helped register 377 million voters · UN Peacebuilding Fund allocated over \$116 million to 32 countries and territories · WFP reached 160 million people with life-saving and life-changing food assistance · UNEP helped bring 1.6 million hectares of land and marine areas under improved management, benefiting about 1 million people · UN-Habitat reached 6.7 million internally displaced people with tailored support

Step 1: Mandate creation

Mandate creation

>40,000

resolutions, decisions and presidential statements issued by the General Assembly, ECOSOC, the Human Rights Council and the Security Council since 1946.

16. By creating mandates, Member States instruct and guide the United Nations system on how to address global challenges and improve hundreds of millions of lives around the world every year in accordance with the values and objectives of the Charter. These mandates are aimed at producing real-world results. Effective approaches are therefore essential to create mandates that will drive impact.

17. In the present section, two key hurdles facing effective creation are identified:

- **poor visibility across the landscape of existing mandates and the work of different mandating bodies; and**
- **challenges in mandate design that may constrain impact during mandate delivery.**

Each of these issues is examined, and potential solutions are proposed to create mandates that will deliver even stronger impact in the years to come.

Over 20 mandating bodies³
for United Nations system entities

1 GA	6 for related organi- zations	13 for specialized agencies
1 SC		
1 ECO SOC		

Note: Refer to footnote 3 for the definition of mandating bodies. Bodies such as executive boards are not included here. Abbreviations: ECOSOC, Economic and Social Council; GA, General Assembly; SC, Security Council.

POOR VISIBILITY ACROSS MANDATES AND MANDATING BODIES

18. An essential precondition for creating impactful mandates is full visibility across the mandate landscape: which mandates already exist on the same or related topics; who adopted them; and who is implementing them, and with what results. Comprehensive answers to these questions are often difficult for Member States to obtain, to the detriment of effective mandate creation.

Incomplete mandate registries and uneven support

19. Across the United Nations system, more than 20 intergovernmental bodies, including the three principal organs mentioned above, issue mandates.³ However, only a limited number of registries compile mandate texts and make them easily accessible

³ For the purposes of the present report, “mandating bodies” will be the term used to refer to any of these intergovernmental bodies, including the relevant principal organs of the United Nations and their subsidiary organs.

to Member States, which poses a serious practical challenge to obtaining comprehensive information on existing mandates and current responsibilities within the United Nations system and a full understanding of the overall landscape. These gaps persist despite calls by the General Assembly and others to expand the use of digital repositories to strengthen institutional memory (see e.g. General Assembly resolution [77/335](#)).

20. Although the Secretariat provides dedicated substantive support to individual mandating bodies, few services exist to promote visibility or coordination across these bodies. As a result, they may work in relative isolation, without full awareness of the others' programmes of work. Capacity to provide intergovernmental support also varies widely across United Nations system entities, and there is little formal interface across these entities that can quickly channel collective United Nations system expertise on relevant issues to Member States during mandate creation. Consequently, Member States may need to consult many different United Nations counterparts in order to obtain the information that they want during the mandate creation process, which raises transaction costs, particularly for smaller delegations, and can contribute to less impactful results.

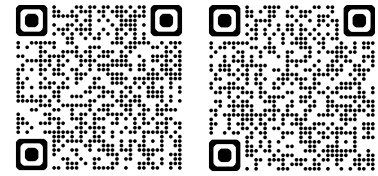
Overlap across mandating bodies

21. Poor visibility and uneven coordination across mandating bodies also contribute to overlap in the subjects that these bodies address. For example, since 1990, an average of 20 subjects covered in General Assembly resolutions every year have also appeared in resolutions adopted by the Economic and Social Council or the Human Rights Council. Such overlap may be beneficial where it fosters complementarity across mandating bodies on a given subject. This can occur, however, only if the decision to address a subject across different bodies is intentional and based on full information.

22. Otherwise, it may lead to unproductive duplication. There are already examples of this, such as parallel reporting requirements across mandating bodies on the same subject matter. Such duplication may dilute impact and generates considerable additional costs, while again placing a heavy burden on Member States. Assessing in advance whether potential overlap will prove productive depends in large part on visibility across the mandate landscape, which currently remains elusive.

Mandate registries can help

Examples of detailed registries



mandates.un.org

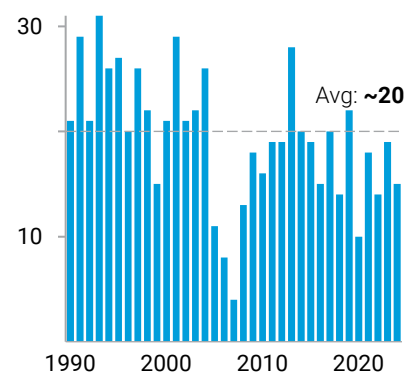
hrcmap.ohchr.org



unfccc.int/decisions

Same subjects across bodies

Resolutions on identical subjects from more than one body among the General Assembly, ECOSOC and the Human Rights Council



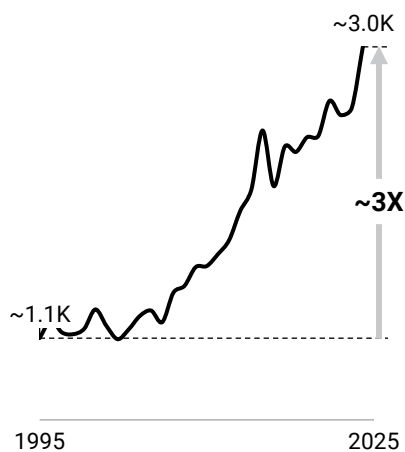
Source: Estimates based on UN Digital Library data.

PROPOSED SOLUTIONS

23. A number of initiatives are already under way to improve visibility across the mandate landscape. These include a digital mandate registry created through the UN80 Initiative,⁴ a digital mandate registry covering the Human Rights Council created by the Office of the United Nations High Commissioner for Human Rights⁵ and a digital registry covering documents and decisions related to the United Nations Framework Convention on Climate Change.⁶ The General Assembly also continues to develop a catalogue of relevant provisions to revitalize its work. In addition, the following proposals could help to further improve visibility, coordination and support for Member States during mandate creation:

- 1 **Accelerate the creation of comprehensive registries** of existing mandate texts issued by all mandating bodies
- 2 **Improve Secretariat support for Member States during mandate creation**, based on priorities established by Member States
- 3 **Strengthen support by United Nations entities to coordinate and promote greater visibility** across the work of mandating bodies
- 4 **Develop tools using artificial intelligence to assist with mandate drafting**, including by producing summarized information to enable Member States' decision-making, flagging potential complementarities or duplications in draft texts or meeting agendas across mandating bodies.

Resolutions tripled in length
Average word count GA, SC, ECOSOC



Source: Estimates based on UN Digital Library data

CHALLENGES IN MANDATE DESIGN

24. Optimizing mandate design from the start helps to ensure maximum impact during delivery. However, recent trends in mandate design may give rise to concern. Mandates are growing longer and more prescriptive and are also less likely to make provision for resources to fund the new activities they call for.

More and longer resolutions

25. There has been a substantial increase in both the number and length of resolutions adopted by mandating bodies over time. Numbers of resolutions per year grew sharply in the General Assembly

4 Available at <https://mandates.un.org/>.

5 Available at <https://hrcmap.ohchr.org/>.

6 Available at <https://unfccc.int/documents/>.

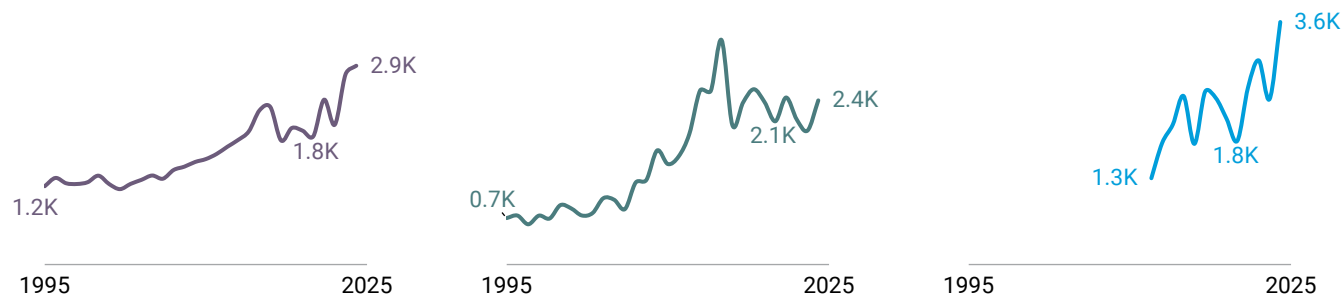
Resolution word count increased for all three principal mandating United Nations organs

Average word count of resolutions

General Assembly

Security Council

Economic and Social Council



Note: ECOSOC resolutions data available from 2012. Source: Estimates based on data from UN Digital Library and DGACM.

in the 1980s and the Security Council in the 1990s and have now mostly plateaued at these high levels. Increases in the length of individual resolutions are even more striking. Since 2020, Assembly resolutions have seen average word counts rise by 55 per cent, and Economic and Social Council resolutions have grown by more than 95 per cent. Security Council resolutions have more than doubled in word count since 1995. In 2024, resolutions adopted by these three principal organs averaged more than 3,000 words each – nearly triple their average length 30 years ago.

26. Longer texts may add value, addressing issues comprehensively, citing relevant considerations and advancing important objectives. However, more complex texts can also obscure priorities and detract from potential impact. In addition, the costs associated with producing and processing texts rise as they get longer. These trends have taken place against a backdrop of largely stagnant regular budget funding since 2020. Mandating bodies recognize these challenges, with the General Assembly, for example, recommending shorter, action-oriented texts to facilitate impact (see resolution [77/335](#)).

More tasks with fewer resources and less flexibility

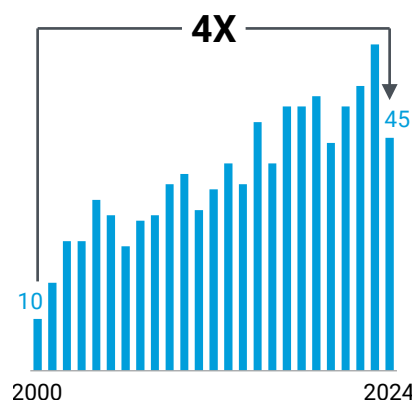
27. Even more concerning from the perspective of resource availability, mandating bodies are now also increasingly requesting new tasks without providing corresponding resources. In 2024, more than 15 per cent of General Assembly resolutions mandated new activities “within existing resources”. Resolutions requiring implementation “within existing resources” are over four times more prevalent today than they were in 2000. The 2006 mandate review had already identified inadequate resourcing as a critical problem, yet it has intensified since. Continuing to mandate new activities without

>15%

of General Assembly resolutions in
2024 mandating work
“within existing resources”

“Within existing resources”

General Assembly resolutions containing the phrase “within existing resources”



Source: Estimates based on UN Digital Library data.

~50%

of active mandate sources now
instruct specific entities to carry
out tasks

resources is unsustainable. It undermines capacity to deliver impact and limits flexibility to allocate resources strategically. Over time, this creates a growing disconnect between expectations and real impact, ultimately eroding trust in the Organization.

28. A related issue is the tendency of mandates to specify which entities should implement them. Nearly half of active mandates⁷ include at least one instruction to a specific entity to carry out tasks. Anecdotal evidence also suggests a rise in mandates that prescribe in detail the activities to be undertaken and how. Such prescriptive assignments may fail to take account of available resources or capacities across the United Nations system, potentially weakening impact and disrupting other activities. Prescriptivism also constrains efforts to determine the most effective arrangements for mandate delivery based on comparative advantages across the United Nations system, which may further limit impact.

PROPOSED SOLUTIONS

29. Efforts to improve mandate design must proceed in full respect of the prerogatives of Member States, which adopt them. The following proposals are intended for Member States' consideration and to help them to craft clear, concise and actionable texts that are more likely to deliver impact during implementation:

- 1 **Reduce the length of mandate texts wherever possible** in order to ensure that mandates are implemented effectively and with greater impact (in line with the recommendations in paragraph 45 of General Assembly resolution [77/335](#))
- 2 **Frame mandates that allow the Secretary-General appropriate flexibility to assign tasks** based on comparative advantages and resources across the United Nations system
- 3 **Refrain from mandating new tasks that are not backed by corresponding resources** or an explicit reduction in other mandated tasks
- 4 **For new mandates, complement estimates of regular budget expenditures** prepared by the Secretary-General (in accordance with rule 153 of the rules of procedure of the General Assembly) with additional information on related programmatic activities across the United Nations system and across all sources of funding.

⁷ "Active mandates" refers to the nearly 4,000 mandate sources cited in programme and peacekeeping budget documents from 2026 from the Secretariat, including those entities whose secretariats are part of the Secretariat.

ILO achieved 41 institutional changes for social protection in 10 countries · UNODC benefited 500,000 families globally with technical assistance to reduce illicit crop cultivation · UNHCR provided legal assistance to 1.4 million people · UN Women strengthened leadership and capacity of 3,500+ civil society and women-led organizations · UNEP helped bring 1.6 million hectares of land and marine areas under improved management, benefiting about 1 million people · WMO helped LDCs and SIDS improve early-warning systems for 397 million people · UNRWA provided emergency food or cash assistance to 2.6 million people · DPPA conducted 100 Rapid Response deployments of staff and envoys · UNICEF delivered humanitarian assistance to millions of children across 448 emergencies in 104 countries · WHO delivered \$44M critical supplies to 22 emergencies in 77 countries · Spotlight reached 384 million people, engaged 8M youth and aided 3 million gender-based violence survivors · UN-Habitat reached 6.7 million internally displaced people with tailored support · UNAIDS expanded coverage of ~3.5M people to oral pre-exposure prophylaxis · FAO provided agricultural inputs to 158,000 households · OHCHR assisted 10,500+ slavery survivors in 36 countries · ITU allocated spectrum and satellite resources to ensure global telecom and ICT access · UNCDF developed the Gambian River Basin master plan benefiting over 5 million people · OCHA supported >370 families of humanitarian workers killed · UNICEF provided safe water to more than 33 million people · UNIDO delivered technical cooperation services worth \$291 million · IFAD helped create 195,000 agriculture jobs for rural communities · UNFPA reached 11 million marginalized girls with life-skills programmes · UNU provided free-of-charge online access to 8,700+ publications · WFP supported 88 countries with national social protection programmes · UPU served 7.3 billion people through the international postal network · UNESCO trained 850,000 teachers to better prepare learners for the future · IAEA delivered \$8.6M in equipment for nuclear safety, security and safeguards in Ukraine · IOM reached ~6.5 million people in Ukraine and neighbouring countries · UNICEF provided basic sanitation, and hygiene services to over 21 million people · OHCHR supported 49,000+ torture survivors in 93 countries · OCHA delivered nearly \$54M in anticipatory financing helping communities prepare for crises · UNDP helped register 377 million voters · UNMAS confirmed 4,000 km² of roads safe through mine action programmes · UNITAR provided training for 40K medical officers in India · WHO supported 7,800 critically ill patients in 45 countries with advanced clinical management at any given time · UNV mobilized ~15K volunteers in 169 countries and territories · UNOPS procured \$1.7 billion worth of goods and services for its partners · UNFPA provided sexual and reproductive health services to 54 million women and young people · ITU supported 160 countries in adopting a broadband plan or national digital agenda · OCHA disbursed \$1.5B to the worst and most underfunded crises · UNEP helped 70 countries update their national biodiversity strategies · ITC supported more than 10,000 women-led businesses · IOM assisted ~20,000 individuals with safe evacuation, return and voluntary transfer in crisis situations · DPPA's Geoguard tool delivered climate and environmental data to 29 countries · WIPO enrolled more than 150,000 participants in education courses · UNICEF treated over 9 million children for severe wasting and severe acute malnutrition · WFP supported more than 28 million people with malnutrition treatment and prevention · IFAD approved over \$800 million in climate finance · OPCW inspected over 5,000 industrial facilities · UNMAS removed or destroyed 2 million explosive ordnance items · UNODC provided technical assistance against organized crime

Step 2: Mandate delivery

Mandate delivery

>240

intergovernmental bodies, including committees and other forums established by principal organs and serviced by the Secretariat

30. Mandate delivery is how the United Nations system implements the tasks entrusted to it by Member States, from major global initiatives such as the Sustainable Development Goals and the Pact for the Future to specific programmes and activities. It is how the United Nations system helps to translate agreements on key objectives, such as gender equality, into real and meaningful improvements on the ground. Mandate delivery is also the basis on which Member States and the wider public assess the value of the United Nations system. As with mandate creation, impact must therefore remain the guiding principle.

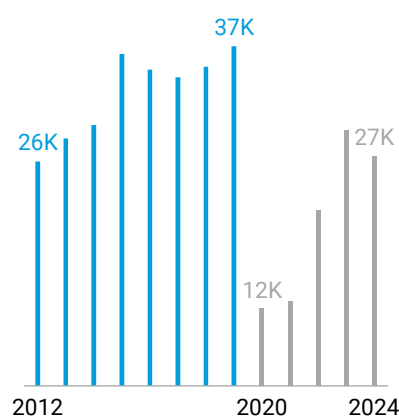
31. In the present section, three concerns are identified that may hinder mandate delivery and reduce impact:

- **proliferating meetings and reports;**
- **inadequate management of mandate delivery; and**
- **misaligned funding modalities.**

Each of these issues is considered, and potential solutions that build on the 2018 United Nations reforms and complement other efforts under way through the UN80 Initiative are proposed.

Meeting numbers rising again

Meetings serviced by the Secretariat



Source: DGACM data.

PROLIFERATING MEETINGS AND REPORTS

32. Meetings and reports are an essential component of mandate delivery. They enable dialogue and information exchange, both of which are critical to creating agreement on important issues and developing the norms that guide the international system. Meetings and reports keep Member States informed of key developments and allow them to provide the necessary guidance. Ultimately, they are key means of enabling stronger impact.

33. They are also expensive: in 2024, the Secretariat spent more than \$360 million on direct costs associated with meetings and reports, such as editing and translation, or more than 10 per cent of the regular budget. Indirect costs, including research and drafting, would

raise that figure considerably. Given both their important functions and substantial resource consumption, it appears appropriate to review these mandates to ensure that they deliver maximum impact.

More meetings

34. The United Nations facilitates thousands of meetings every year, including 27,000 in 2024 alone. These are essential platforms for Member States to come together to resolve challenges and set priorities. However, meetings and associated support requirements have also increased in recent years. As a result, a larger share of overall capacity is now devoted to meeting support. The number of meetings peaked in 2019 but fell sharply during the coronavirus disease (COVID-19) pandemic. Meetings have since resumed a strong upward trend but have not yet returned to pre-pandemic levels.

35. In 2025, more than 240 bodies, including committees and other forums established by the three principal organs, required Secretariat support. Despite earlier efforts to streamline these bodies, there are now 8 more than a decade ago, with more than 60 new bodies created and more than 50 discontinued during that period. Work associated with the cycle of establishment and closure of these bodies places additional demands on Secretariat resources beyond regular meeting services. New technology such as artificial intelligence could strengthen efficiency and better support Member

>\$360M

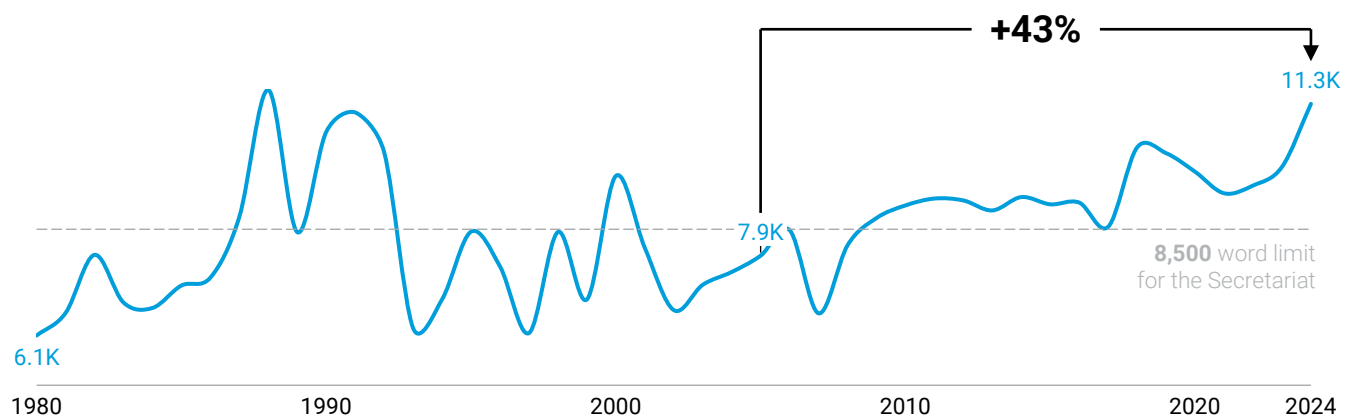
direct costs associated with meetings and documentation services for intergovernmental bodies serviced by the Secretariat

+8

net increase in intergovernmental bodies between 2016 and 2024

Length of reports has grown and is now more than 40% longer than 20 years ago

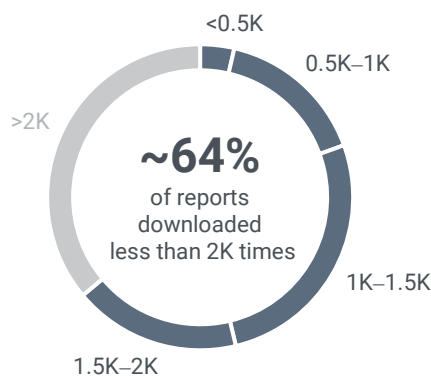
Average word count of reports to principal United Nations organs



Source: Estimates based on UN Digital Library data.

Most reports: few downloads

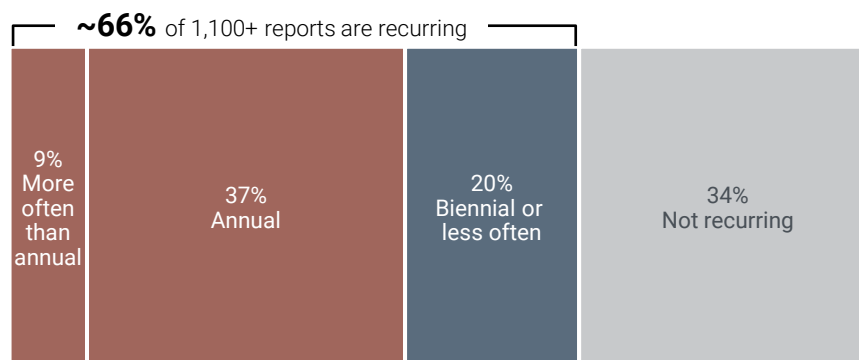
Downloads of reports (2024/2025)



Source: Official Document System.

Most reports recur – nearly half are annual or more frequent

Distribution of reports by frequency (2024 reports)



Source: Estimates based on UN Digital Library data.

States during meetings. While some of these tools are already being used, wider adoption could lead to even further improvements.

More reports

36. Mandated reports represent a large share of Secretariat deliverables, with about 55 per cent of active mandate sources requiring reports. Like meetings, reports are an important part of mandate delivery. In 2024, the Secretariat published more than 1,100 reports, an increase of nearly 20 per cent since 1990. More than 60 per cent of these reports cover recurring topics. Reports also address similar issues for different bodies.

37. Reports are also growing longer, with average word counts rising by 40 per cent since 2005. Reports to the General Assembly, the Security Council and the Economic and Social Council now average around 11,300 words each, about one third longer than the recommended limit for Secretariat reports. Despite the vast output, or perhaps partly because of it, most reports are not widely read. In 2024, nearly 65 per cent were downloaded less than 2,000 times, compared with the top 5 per cent of reports that were accessed at least 5,500 times. Download statistics alone are not proof of a report's utility: important issues may not always find wide public readership. However, these figures are an indication of the need for wider discussions when considering reports.

PROPOSED SOLUTIONS

38. The following proposals are presented with a view to maximizing the value of meetings and reports and seek to promote an appropriate balance between supporting functions for Member States and direct impact:

- 1 **Prioritize and streamline requests** in mandates for reports or meetings
- 2 **Provide shorter reports** and reduce maximum word counts
- 3 **Combine reports covering similar issues and contexts wherever feasible** (for example by merging separate regional reports on the same issue or submitting one report to different mandating bodies requesting reports on similar issues)
- 4 **Introduce different report formats** based on needs and content type; first reports could be longer, followed by shorter updates, visual dashboards, in-person briefings or other formats
- 5 **Publish download statistics for all reports** to inform further discussions on reporting practices

INADEQUATE DELIVERY MANAGEMENT AND COORDINATION

39. While meetings and reports are a means to an end, Member States' ultimate objectives for mandates are to improve people's lives and resolve challenges. Achieving this kind of impact depends heavily on the effective management of mandate delivery. Any shortcomings in this regard would detract from Member States' objectives and ultimately reduce impact.

Poor division of labour within the United Nations system

40. Efficient and impactful delivery requires a clear allocation of responsibilities based on agreed competencies and accountabilities. However, current processes and practices do not enable the United Nations system to achieve a clear division of labour. Effective coordination across entities during the preparation of budgets and programmes is limited. Although recent reforms have strengthened coordination at the country level, these have not yet been matched by similar improvements at the global level.

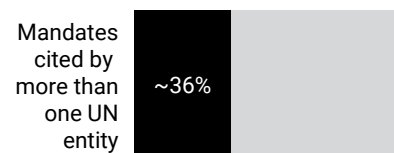
41. Existing oversight in the United Nations system focuses mainly on programme planning, budgets and operational issues of indi-

~4,000

resolutions and other mandate sources cited in the United Nations programme budget to explain why programmes exist and require resources

Entities cite same mandates

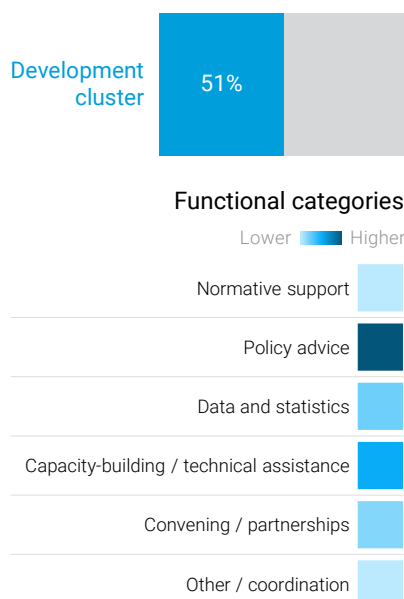
Share of mandates cited by more than one entity in the Secretariat programme budget for 2026



Source: Proposed programme budget for 2026.

Duplication risk: development

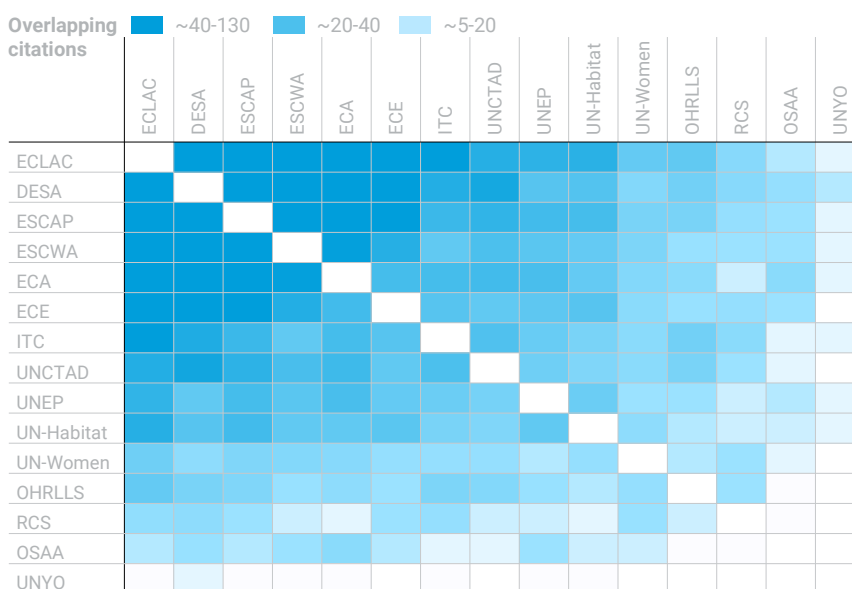
Share of mandates cited by more than one Secretariat entity



Source: Proposed programme budget for 2026.

Shared development mandates need clear division of labour

Number of overlapping mandate citations between entities in the Secretariat programme budget (excerpt for the development cluster, see annex for more)



Source: Proposed programme budget for 2026.

vidual United Nations entities in isolation, rather than seeking to ensure strategic alignment across the system to drive impact and efficiency. This is especially visible in the Secretariat, where entities cite nearly 4,000 mandate sources as a legislative basis for proposed programme budgets. Many entities cite the same mandates. About 50 citations refer to mandates that appear inactive, such as the Millennium Development Goals.

Duplication risks

42. One potential outcome of unclear division of labour is duplication, which becomes more likely when many United Nations entities are working to deliver the same mandates. Such situations are not inherently negative: partners working together on complex issues can add complementary value when part of an intentional, coherent strategy. Global frameworks such as the 2030 Agenda for Sustainable Development and the Pact for the Future show how mandates can bring the United Nations system together to deliver and multiply impact rather than duplicate efforts. In some cases, positive overlap may be required to achieve this multiplier effect.

43. However, there are signs of duplication risks in mandate delivery that merit closer review. In the development pillar, for example, about half of mandates cited in the programme budget are cited by

multiple entities. In the peace and security pillar, the rate is about 33 per cent. Overlapping mandate citations may also contribute to functional overlap, in which multiple entities carry out the same functions to deliver the same mandates.⁸ This overlap is clearly visible in a number of functions, including policy, data, statistics, capacity-building, technical assistance, normative support and coordination. Common services including information technology, procurement and human resources are also widely replicated across the United Nations system. Separate UN80 Initiative workstreams are examining these issues in greater detail. Recent evaluations of ongoing reform efforts, including the repositioning of United Nations country teams,⁹ are also shedding light on opportunities to consolidate efforts across the United Nations system to deliver better together.

PROPOSED SOLUTIONS

44. United Nations reforms adopted in 2018 have improved mandate delivery, resulting, for example, in generally higher satisfaction among Member States on support for Sustainable Development Goal implementation. These efforts are helping to move the United Nations system towards a more coherent, joined-up approach. The following proposals are aimed at building on these improvements to strengthen the division of labour across the United Nations system, supported by more rigorous strategic oversight, to deliver even greater impact in the years to come:

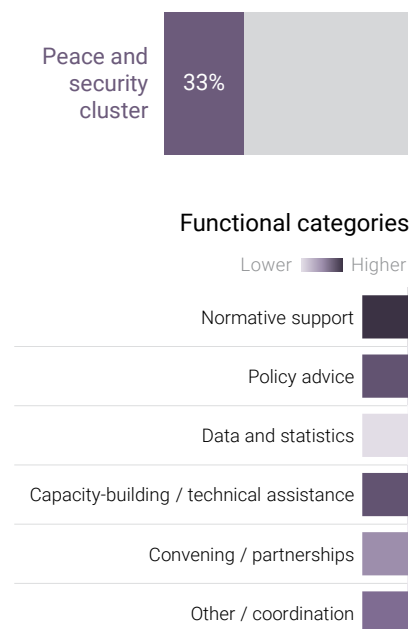
- 1 Strengthen internal strategic oversight of the United Nations system division of labour at all levels** to ensure effective, efficient programmatic and operational support. This builds on the 2018 reform commitments and efforts to strengthen resident coordinator system leadership
- 2 Ensure that United Nations entities review mandate citations in their programmes** and budgets so that entities cite only those mandates for which they have demonstrable comparative advantages
- 3 Make better use of system-wide coordination platforms** (e.g. Inter-Agency Standing Committee, United Nations Sustainable Development Group and United Nations System Chief Executives Board for Coordination) to avoid duplication and ensure the strategic use of resources across the United Nations system.

⁸ The functions in question are set out in General Assembly resolution 71/243.

⁹ See https://www.un.org/system-wide-evaluation-office/sites/default/files/2025-07/SWEO_2025_001%20Evaluation%20Report_0.pdf.

Duplication risk: peace and security

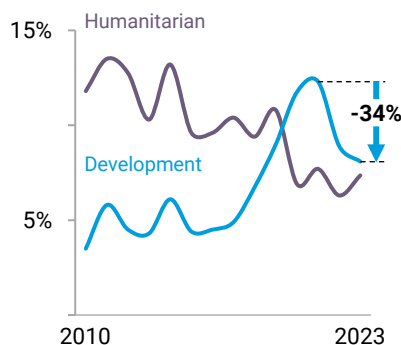
Share of mandates cited by more than one Secretariat entity



Source: Proposed programme budget for 2026.

Share of pooled funding down

Percentage of earmarked voluntary contributions provided via inter-agency pooled funds, trend by pillar



Source: UN development system financing report; DESA statistics.

MISALIGNED FUNDING MODALITIES: ENTRENCHING FRAGMENTATION

45. Funding is an essential precondition for mandate delivery. The overwhelming majority of United Nations system funds come from voluntary contributions – about 80 per cent in 2023. For the Secretariat, that figure is about 40 per cent. Most country-level delivery is funded from these voluntary contributions and is particularly vulnerable in the current environment of funding cuts. With regard to assessed contributions, Member States have an obligation under the Charter to pay in full and on time. Assessed funding should be predictable, but it is also extremely specific.

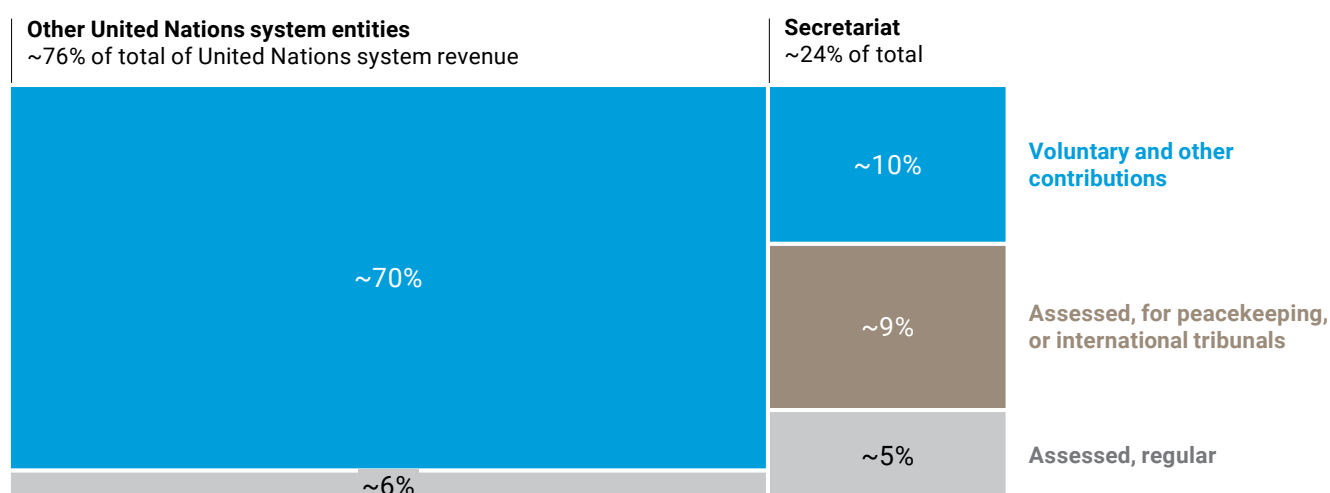
46. Therefore, Member States' practices in allocating funds have far-reaching consequences. These practices, including earmarking and small grant sizes, often hinder maximum impact and can exacerbate programme fragmentation.

Funds heavily earmarked and spread too thin

47. Despite commitments in the funding compact, which was adopted in 2019 and most recently revised in 2024, earmarking remains a widespread and growing challenge. In 2023, over 85 per cent of voluntary funding for the United Nations system was earmarked, and nearly 40 per cent of Member States reported earmarking as their preferred approach in the 2024 quadrennial comprehensive policy review survey. This impedes United Nations entities' agility in directing resources to maximize impact.

Partners provide different types of funds: voluntary contributions account for ~80% of total

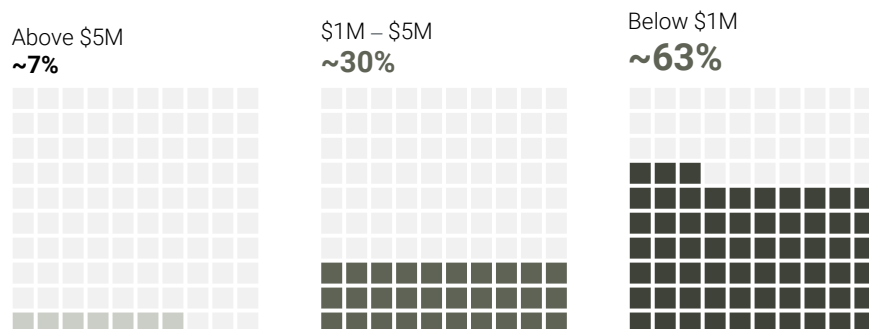
Share of United Nations system revenue by funding type, United Nations Secretariat and other United Nations system entities (2023)



Source: CEB statistics.

Most government partners provide small grants

Share of government contributors by average grant transaction size (2023)



Source: Estimates based on OECD data (2023).

48. In addition to earmarking, donors tend to allocate relatively small amounts in each grant, essentially spreading funds thinner across many activities. In 2023, more than 60 per cent of grant transactions with government contributors were below \$1 million. As a result, about 75 per cent of grant transactions covered just 16 per cent of total voluntary funds that year. Smaller, more numerous grants push overhead and transaction costs upward, requiring United Nations entities to spend more time on process at the expense of impact.

Declining support for pooled funds

49. In 2023, less than 10 per cent of voluntary funding was channelled through pooled funds – far below the 30 per cent target established in the funding compact. Pooled funds provide a mechanism for overcoming challenges that arise from earmarking and smaller grant sizes, but donor support for them is declining. The share of humanitarian funding channelled through pooled funds has been decreasing over the longer term and now represents about 7 per cent of all funds. After an earlier rise, contributions to pooled funds with a development focus have also recently fallen again, dropping by more than 30 per cent since 2021.

Entrenching programme fragmentation

50. Member States' highly specific funding modalities can interact with existing fragmentation of programmes in the United Nations system, to the detriment of mandate impact. This fragmentation can be seen in delivery across key themes, such as the Sustainable Development Goals. In 2023, an average of four United Nations entities accounted for more than 80 per cent of expenditure on each Goal. The remaining 20 per cent of funding was scattered across up to 20 other entities, raising questions as to whether these entities are leveraging comparative advantages or spreading themselves too thin.

~75%

of transactions add up to only 16% of voluntary funding

~40%

of Member States report earmarking as their preferred funding approach

Many entities, few resources

While accounting for 20% of United Nations system resources, the Secretariat houses 80% of ASG/USG-led entities

Share of UN system entities



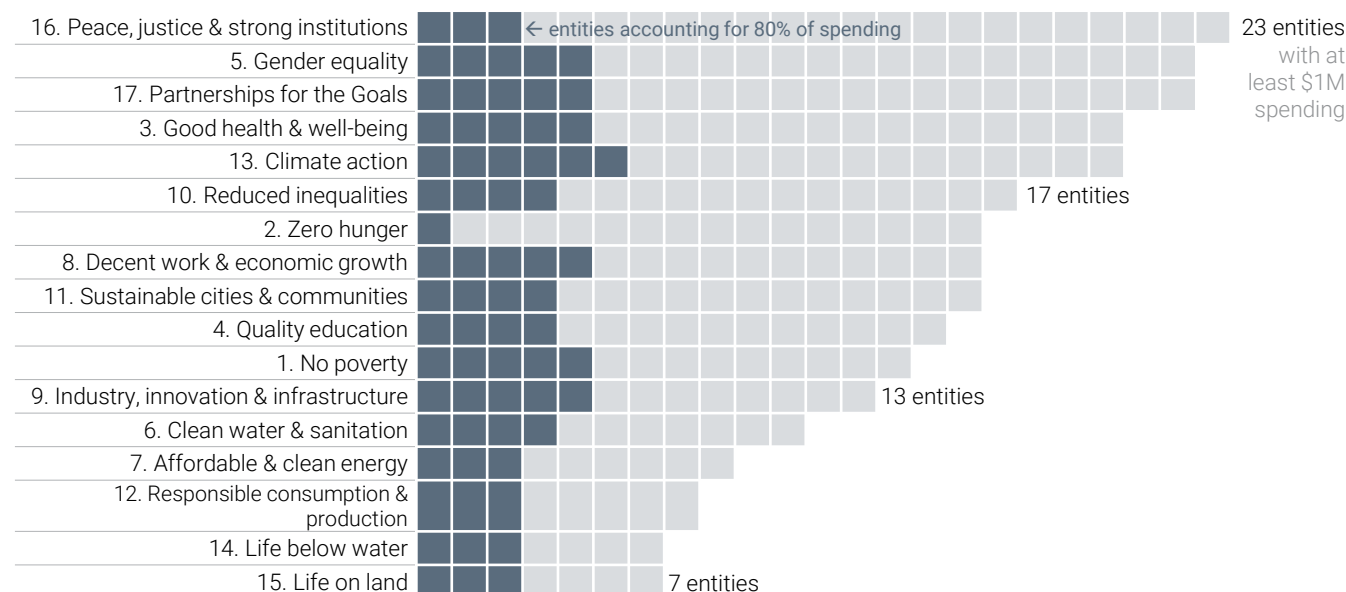
Share of UN system resources



Source: UN system chart; CEB statistics.
Abbreviations: ASG, Assistant Secretary-General;
USG, Under-Secretary-General.

Just four entities usually account for >80% of expenditure on each SDG, with the rest scattered thin

Dark squares show entities accounting for >80% spending per SDG; light squares are entities spending the remainder



Note: UNEP, UN-Habitat, UNODC included in the Secretariat. Analysis covers 35 entities with spending tagged with a Goal. Abbreviation: SDG, Sustainable Development Goal. Source: CEB statistics.

51. Fragmentation is also clearly visible in the Secretariat, which receives only about 20 per cent of United Nations system resources yet houses about 80 per cent of United Nations system entities led at the Assistant Secretary-General level or above. It is especially apparent in the United Nations regular budget, which represents only 5 per cent of total United Nations system resources but is divided into hundreds of programmes and subprogrammes, some covering activities with as few as three staff.

52. In the current environment of declining total funds, fragmentation is likely to intensify and competition for resources to grow, incentivizing more opportunistic and less strategic approaches by individual entities. Practical options to address these challenges are being developed through the workstream examining structural changes and programme realignment.

PROPOSED SOLUTIONS

53. Several actions are proposed to adapt funding modalities for impact.

- 1 **Fully apply all commitments by Member States and the United Nations system through the funding compact** and strengthen dialogue to this end
- 2 **Allow United Nations system entities greater flexibility to redeploy resources** quickly with reasonable justification, including to protect essential country-level delivery from funding cuts
- 3 **Consider implementing relevant forthcoming recommendations from the UN80 Initiative workstream on structural changes and programme realignment**

UNCTAD delivered over 200 technical assistance projects in more than 70 countries · UNHCR reached 1.7 million people with gender-based violence prevention support · UNFCCC supported 170 countries in preparing their nationally determined contributions · UNDP helped 51 million people gain access to renewable energy · DPPA carried out 140 mediation expert deployments in 27 contexts · UNESCO helped protect 1,200 world heritage sites across 168 countries · UNICEF helped detect wasting early in 251 million children under five · IFAD reached 96 million people with agriculture finance support · WFP reached 160 million people with life-saving and life-changing food assistance · OCHA allocated \$64M to anticipatory and early action initiatives · UN Women disbursed more than \$220 million to civil society organizations, local organizations and networks working towards gender equality · ITU supported 60 countries in adopting a broadband plan or national digital agenda · WIPO enrolled more than 150,000 participants in education courses · UNODC monitored 1,300 new psychoactive substances in 150 countries and territories · WHO allocated \$52 million to respond to 51 health emergencies in 89 countries and territories · UN-Habitat enabled over 5.7 million people to live in its developed urban plan areas · UNOPS delivered \$600 million worth of projects in landlocked developing countries · IOM assisted 250,000 individuals with voluntary, economic and temporary counter transfer in crisis situations · UNICEF supported health centres where 1 in 4 babies worldwide were born · IMO disbursed \$22 million to maritime partners · UNEP provided \$200M in grants to help 35 developing countries advance low-carbon development, reached 17 million people, and cut emissions equal to 65M cars · UNMAS cleared more than 4.4 million m² of explosive ordnance-contaminated land in Afghanistan · Spotlight mobilized \$250M+ and backed 1,400+ grassroots organizations in fragile settings since 2016 · ILO improved the operations of social protection systems in 21 countries · UNRWA conducted recreational activities for >350K children · OCHA disbursed \$1.5B to the worst and most underfunded crises · OHCHR helped over 12,600 victims of gender-based violence gain access to urgent support · UNFPA reached 14 million people with sexual and reproductive health services · UNAIDS helped ensure 31 million people received life-saving treatment · ITU supported over 90 countries in adopting e-waste regulation · IOM reached ~6.5 million people in Ukraine and neighbouring countries · WHO prequalified 48 pharmaceutical products, 21 pharmaceutical ingredients and 22 cold-chain products · OCHA mobilized 2,000 partners and UN agencies to reach 116 million people in 33 countries · UNDP assisted 20 million people in situations of forced displacement · WFP supported 88 countries with national social protection programmes · UNICEF provided safe water to more than 33 million people · OHCHR secured the release of more than 3,000 arbitrarily detained people · OCHA released \$3.4M to humanitarian responders in Nepal six minutes after verified flood warnings · UNCDF developed the Gambia River Basin master plan benefiting over 6 million people · UNV supported 59 UN partner programmes and field operations worldwide · IOM reached 4 million beneficiaries with cash-based support · UNODC benefited 500,000 families globally with technical assistance to reduce illicit crop cultivation · IFAD helped create 195,000 agriculture jobs for rural communities · UPU supported 4.5 million postal workers worldwide · UNMAS removed over 5,000 explosive ordnance items in South Sudan · WHO expanded access to mental health services to 70 million people · SRSB-CAAC aided 16,500 children formerly associated with armed groups · UN Women strengthened the legal and policy environment protecting the rights of 3 billion women and girls in 83 countries · OCHA mobilized \$25

Step 3: Mandate review

Mandate review

>370

agenda items and sub-items are recurrently discussed in the General Assembly

54. Regular reviews of mandates are essential to assess their impact and ensure that they remain relevant, actionable and aligned with priorities. Such reviews serve to clarify where the United Nations system adds the greatest value and where resources can be most productive.

In the present section, two principal challenges facing mandate reviews are identified:

- **limited review mechanisms; and**
- **gaps in United Nations system-wide accountability for impact.**

Each of these issues is examined, and solutions to strengthen mandate review processes are proposed.

LIMITED REVIEW MECHANISMS

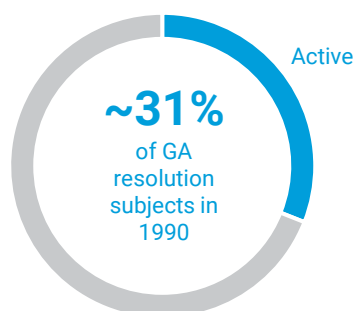
55. Many mandates continue for extended periods and are discussed repeatedly with varying degrees of frequency. This is not in itself necessarily problematic, given the enduring nature of many of the challenges involved and the essential role of interactions among Member States to address them. However, the high rate of recurring business over the decades, combined with a frequent lack of formal provisions for review, suggests room to strengthen mandate review mechanisms.

Frequently recurring business with limited changes to mandates

56. There is a tendency to repeat discussions on mandates over long periods of time. More than 30 per cent of General Assembly resolution subjects in 1990, for example, were still the subject of resolutions in 2024. The agenda of the Assembly for the seventy-eighth session included 371 items and sub-items that are regularly discussed, including 215 that are discussed every year. Discussions of these items do not always lead to concrete, intergovernmentally agreed outcomes: about one in five annually recurring agenda items

Long-standing subjects

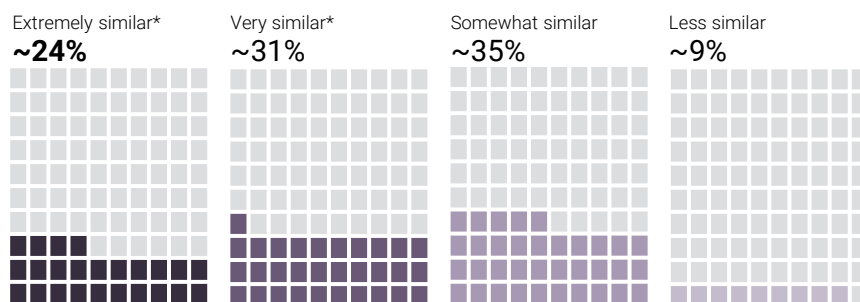
Share of General Assembly resolution subjects from 1990 still being discussed in 2024



Source: Estimates based on UN Digital Library data.

Most recurring resolutions almost identical to previous version

Textual similarity of 420+ recurring General Assembly resolution texts (2010–2024)



*"Extremely" and "very similar" mean >90% and >80% identical content to preceding resolution, respectively. Text similarity was calculated using the Levenshtein method (character-level). Source: Estimates based on UN Digital Library data.

or sub-items did not result in the adoption of any resolution or decision in 2024. When resolutions on recurring business are adopted, the texts often remain similar to previous versions. Since 2010, more than half of Assembly resolutions adopted on recurring subjects were either extremely or very textually similar to previous versions.

57. This does not mean that all repetition is negative or superfluous. Repeated discussions are often productive even without resolutions, as they may provide needed focus on important issues, contribute to establishing norms for the international system or help to build consensus for future action. Small textual revisions may also lead to significant practical changes for implementation. However, in general the high rate of recurring business – including the absence of major textual changes to previous discussions – merits consideration of how to ensure that time and resources are used as effectively as possible.¹⁰

Lack of review instructions or standard review processes

58. The high share of recurring business coincides with a frequent lack of clarity on precisely when or how to review mandates, including consideration of when to retire them altogether or stop certain activities. Some mandates, such as for peacekeeping missions, do have clear review procedures, but most do not: more than 85 per cent of active mandates lack instructions on review or termination. In addition, the Secretary-General has not frequently used the existing authority to propose to the General Assembly a list of deliverables for termination. Even when review instructions are clear, there may also be a certain degree of mandate "inertia" – a tendency to renew mandates as the default.

¹⁰ The Secretariat already takes a number of measures to promote efficiency when it comes to recurring business, including adjustments to ensure that translators spend less time translating resolutions containing reprise text than new resolutions, without sacrificing accuracy.

~215

agenda items and sub-items are discussed every year in the General Assembly

Lacking sunset clauses

Share of active mandates without instructions on review or termination

Lacking a sunset clause:
~86%

Source: Estimates based on UN Digital Library data.

59. Member States may wish to review all mandates regularly, either at the individual level or as part of a collective assessment of multiple mandates addressing the same issue. Collective reviews are more likely to promote wider coherence across the mandate landscape and the United Nations system, identifying activities to expand, reduce or terminate. Although collective mandate reviews do occur – such as for the revitalization of the work of the General Assembly – they remain relatively rare. Member States have also put in place other review processes that, even if not explicitly linked to mandates, could provide inspiration for collective mandate reviews. The quadrennial comprehensive policy review process, to provide guidance on policy across the entire United Nations development system every four years, is one example.

PROPOSED SOLUTIONS

60. Mandate review mechanisms remain the prerogative of Member States, which have already taken important steps to strengthen them. These steps include ongoing efforts in the General Assembly, the Security Council and the Economic and Social Council to streamline work, adjust the frequency of recurring business and review outputs. Member States have also recognized that more should be done in this regard. The following proposals are aimed at supporting and complementing ongoing efforts, with a view to effective, system-wide mandate reviews for maximum impact. Member States may wish to consider the following proposals:

- 1 **Systematize and reinforce efforts under way to strengthen mandate review mechanisms** and ensure that these efforts are in place across mandating bodies
- 2 **Include expiry clauses in new resolutions** (as recommended in General Assembly resolution [77/335](#))
- 3 **Introduce processes to facilitate more collective reviews of mandates** that address specific issues, learning from existing practices (e.g. General Assembly revitalization) and similar processes (e.g. the quadrennial comprehensive policy review)
- 4 **Increase the use of existing mechanisms** to identify opportunities to consolidate and streamline work, including recommendations by the Secretary-General to terminate specific outputs (in accordance with staff rule 105.6 of [ST/SGB/2018/3](#))
- 5 **Streamline how mandates are discussed**, including by revising intergovernmental bodies' programmes of work, consolidating agenda items of individual bodies and aligning work across the General Assembly, the Economic and Social Council and the Security Council

GAPS IN UNITED NATIONS SYSTEM-WIDE IMPACT ACCOUNTABILITY

61. The present report maintains a consistent focus on impact. For mandate reviews to obtain a clear picture of impact, it is important for United Nations system entities to be able to link their activities, resources and results. Results-based management provides a way to do so. Despite improvements, considerable differences persist in how United Nations entities manage for results. This may affect the ability of individual entities and the system as a whole to demonstrate collective achievements, which, in turn, may adversely affect the ability to mobilize and direct resources to maximum effect.

Incomplete results chains

62. The overarching accountability¹¹ objective is clear: to align United Nations system resources around measurable outcomes and offer a view of collective impact that demonstrates value to Member States and informs any necessary adjustments. This requires effective, consistent results chains at two levels: at the level of individual entities and system-wide.

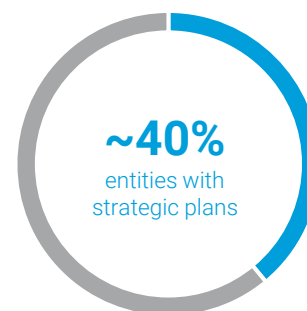
63. Recent reforms have led to significant improvements in how individual United Nations system entities manage for results. About 40 per cent of these entities now have strategic plans in place to organize resources around outcomes, and about 30 per cent already possess integrated results and resource frameworks to support their strategic plans. However, there remains significant scope for more entities to introduce these results chains.

64. At the system level, the considerable variation in how individual United Nations system entities manage for results makes it more difficult to assess the system's aggregate impact. This is both because about 60 per cent of individual United Nations entities lack key elements of the results chain and because the tools to support results chains, such as strategic plans or results frameworks, differ across the entities that use them. Harmonizing these tools to the greatest extent possible would create robust, system-wide results chains that can provide clear, compelling evidence of the United Nations system's collective impact.

¹¹ The General Assembly defines "accountability" in its resolution 64/259, in part, as follows: "Accountability includes achieving objectives and high-quality results in a timely and cost-effective manner, in fully implementing and delivering on all mandates to the Secretariat approved by the United Nations intergovernmental bodies and other subsidiary organs..."

Inconsistent

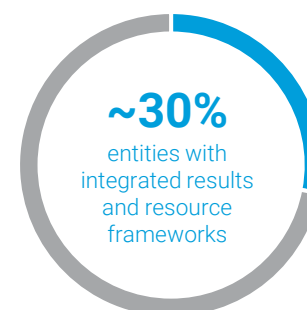
Share of entities with publicly available strategic plan



Source: Estimates based on publicly available UN system strategic plans.

Gaps

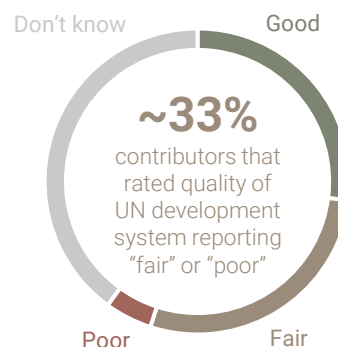
Share of entities with integrated results and resource framework



Source: Estimates based on publicly available UN system strategic plans.

Concerns

Assessment of joint results reports by Member State contributors



Source: 2024 survey of Governments on UN operational activities for development.

~60%

United Nations country teams with dedicated joint annual communications budgets

Gaps in communicating results

65. Demonstrating United Nations system impact clearly and with evidence, both at the entity level and system-wide, is essential for accountability and for successful resource mobilization. It is also central to making mandate reviews effective. United Nations system entities invest heavily in communicating their achievements and have recently achieved significant improvements: for example, all United Nations country teams now produce collective results reports, compared with 64 per cent before the 2018 reforms.

66. However, gaps in results chains across the United Nations system may undermine the effectiveness of these communications. Lack of resources to support such efforts is also an issue: in 2024, only 62 per cent of United Nations country teams had dedicated joint communications budgets. These factors, in addition to fragmentation in funding that leads to multiple reporting requirements, may partially explain why concerns about reporting persist among some donors. For example, in the 2024 quadrennial comprehensive policy review survey, about one in three donor countries rated their satisfaction with the United Nations development system's results reporting as "fair" or "poor".

PROPOSED SOLUTIONS

67. Mandate reviews strengthen the United Nations system's accountability for impact and should pay close attention to how mandates are translated across the system's results chains. Recent progress, including in managing for results, is encouraging and should be built upon. The following recommendation builds on this improvement: strengthen and harmonize mechanisms to manage for results across the United Nations system, including how results are measured and communicated.

UNMAS removed over 5,000 explosive ordnance items in South Sudan · OCHA assisted ~120 million people with assistance · IAEA supported 150 countries, including 35 LDCs, through its technical cooperation programme · UNESCO supported 43 million people in 133 countries affected by conflict and disaster · WHO prequalified 48 pharmaceutical products, 21 pharmaceutical ingredients and 22 cold-chain products · UN Peacebuilding Fund allocated over \$116 million to 32 countries and territories · UNICEF delivered over 1.5 billion polio vaccine doses to 87 countries · UNIDO helped countries reduce 82 million tonnes of CO2 emissions through phasing down ozone-depleting substances and hydrofluorocarbons · SRSR-CAAC aided 16,500 children formerly associated with armed groups · DCO aligned activities with the development priorities of 98% of host governments · UNOPS delivered \$1.3 billion worth of projects in least developed countries · UNDP assisted 20 million people in situations of forced displacement · UN Women strengthened the legal and policy environment protecting the rights of 3 billion women and girls in 83 countries · IOM reached over 32 million people on the move with support · ILO improved access to social protection for nearly 56 million people between 2021 and 2024 · UN-Habitat enabled over 200,000 people living in slums and informal settlements to access basic services · UN Women implemented adaptation initiatives for 3.5 million people in 50 countries facing climate impacts · ITU supported over 90 countries in adopting e-waste regulation · OPCW inspected over 5,000 industrial facilities · UNV mobilized ~15K volunteers in 169 countries and territories · DPPA's Geoguard tool delivered climate and environmental data to 29 countries · UNICEF treated over 9 million children for severe wasting and severe acute malnutrition · OHCHR provided legal aid, relocation, and family reunification for 15,000+ people in extreme violence situations · WFP supported more than 28 million people with malnutrition treatment and prevention · UNAIDS supported 84 countries in scaling up HIV prevention programmes · UNHCR assisted over 37 million displaced people worldwide · UNFPA helped prevent 158,000 HIV infections through the provision of female condoms · IOM delivered ~7 million primary health consultations in crisis settings · UNODC facilitated the safe disposal of over 1,000 tons of drugs · WHO expanded access to mental health services to 70 million people · UN-Habitat enabled over 5.7 million people to live in its developed urban plan areas · OCHA delivered nearly \$54M in anticipatory financing helping communities prepare for crises · UNDP helped 160 million people gain access to essential services for health, education, and water · UNICEF provided education access to 26 million out-of-school children, including 13 million in crisis · DPO deployed over 61,000 peacekeepers across 11 peacekeeping missions · FAO trained 50,000 government staff, strengthening institutional capacities · WMO helped LDCs and SIDS improve early-warning systems for 397 million people · DPPA provided electoral assistance for one-third of elections held globally · WFP provided \$3.3 billion in cash-based transfers and commodity vouchers · OCHA allocated \$64M to anticipatory and early action initiatives · UNHCR provided legal assistance to 1.4 million people · IFAD reached 96 million people with agriculture finance support · UNMAS cleared more than 4.4 million m2 of explosive ordnance-contaminated land in Afghanistan · OHCHR assisted 10,500+ slavery survivors in 36 countries · UN Women strengthened the capacities of 16,600 organizations to support women across 93 countries · ILO improved the operations of social protection systems in 21 countries · ITU helped improve access to telecommunications for underserved communities globally · UNCDF supported 1 million Pacific residents' access to digital finance · UNRWA provided emergency food or

Way forward

Way forward

68. The present report provides data, analysis and proposals across the mandate life cycle, with a view to supporting the creation, delivery and review of mandates for maximum impact. Proposals are made in full recognition that Member States own the mandates given to the United Nations system and will decide the next steps.

69. The hope is that the present report and the proposals therein will prove useful as Member States consider options for the way forward. Proposals are divided into actions that the Secretary-General intends to take under his own authority mainly to strengthen support for Member States throughout the mandate life cycle, followed by additional proposals for Member States' consideration. All these proposals are part of the broader UN80 Initiative, under which we are working to create a more coherent, efficient, effective and results-oriented United Nations system – fit for the present and future challenges.

SUMMARY OF PROPOSALS

70. Specific proposals for each phase of the mandate life cycle are summarized below. Actions by the Secretary-General to support these proposals, within his existing authority, appear on page 36, followed by possible steps for Member States' consideration on page 38.

- 1. Support mandate creation:** Provide full visibility of the overall mandate landscape; and support Member States in creating mandates that maximize relevance and impact
- 2. Improve mandate delivery:** Establish optimal arrangements for meetings and reports; strengthen delivery management mechanisms; and enhance effective use of resources
- 3. Strengthen mandate review:** Reinforce mandate review mechanisms; and strengthen the United Nations system's accountability for impact

PATH FORWARD

71. In its resolution [79/318](#), the General Assembly called upon **the entities and specialized agencies of the United Nations system to align their reform efforts with the approach set out therein, as appropriate**. Although the present report is focused principally on mandates issued by the General Assembly, the Security Council and the Economic and Social Council and their subsidiary organs, the proposals are relevant for the entire United Nations system and could be considered for wider application through the appropriate mechanisms.

72. UN80 Initiative workstreams complementary to the present report also continue. The Secretary-General will broaden the analysis of mandate delivery across the United Nations system, with a particular view to identifying potential needs for structural changes and programmatic realignments, as well as proposing measures to strengthen internal efficiency and effectiveness. These efforts will feed into, benefit from and support the work of the seven thematic clusters established under the Initiative. Upon completion of this further analysis, the Secretary-General will submit relevant proposals.

73. The United Nations system stands ready to continue engaging with Member States and to provide technical support and analytical insights, as requested. In his letter of 11 March 2025 launching the UN80 Initiative, the Secretary-General underlined that achieving a stronger, more effective United Nations would depend on assuming shared and complementary responsibilities. This, in turn, requires vision, leadership and resolve to carry forward a bold transformation in how mandates are conceived, delivered and reviewed. Ultimately, these efforts will build a more agile, coherent and impactful United Nations.

ACTIONS BY THE SECRETARY-GENERAL

74. Based on the findings in the present report and under his existing authority, the Secretary-General will act in the following areas to improve support for Member States throughout the mandate life cycle:

Enhance mandate visibility and design

1. Accelerate the creation of comprehensive registries of existing mandate texts issued by all mandating bodies
2. Improve Secretariat support for Member States during mandate creation, based on priorities established by Member States
3. Strengthen support by United Nations entities to coordinate and promote greater visibility across the work of mandating bodies
4. Develop tools using artificial intelligence to assist with mandate drafting, including by producing summarized information to enable Member States' decision-making, flagging potential complementarities or duplications in draft texts or meeting agendas across mandating bodies
5. For new mandates, complement estimates of regular budget expenditures prepared by the Secretary-General (in accordance with rule 153 of the rules of procedure of the General Assembly) with additional information on related programmatic activities across the United Nations system and across all sources of funding

Improve reporting

1. Provide shorter reports and reduce maximum word counts
2. Combine reports covering similar issues and contexts wherever feasible
3. Introduce different report formats based on needs and content type; first reports could be longer, followed by shorter updates, visual dashboards, in-person briefings or other formats
4. Publish download statistics for all reports to inform further discussions on reporting practices

Improve mandate delivery management

1. Strengthen internal strategic oversight of the United Nations system division of labour at all levels to ensure effective, efficient programmatic and operational support. This builds on the 2018 reform commitments and efforts to strengthen resident coordinator system leadership
2. Ensure that United Nations entities review mandate citations in their programmes and budgets so that entities cite only those mandates for which they have demonstrable comparative advantages
3. Make better use of system-wide coordination platforms (e.g. Inter-Agency Standing Committee, United Nations Sustainable Development Group and United Nations System Chief Executives Board for Coordination) to avoid duplication and ensure the strategic use of resources across the United Nations system
4. Fully apply all commitments by the United Nations system through the funding compact and strengthen dialogue to this end

Establish effective review mechanisms:

1. Increase the use of existing mechanisms to identify opportunities to consolidate and streamline work, including recommendations by the Secretary-General to terminate specific outputs (in accordance with staff rule 105.6 of [ST/SGB/2018/3](#))
2. Strengthen and harmonize management for results mechanisms across the United Nations system, including how results are measured and communicated

PROPOSALS FOR CONSIDERATION BY MEMBER STATES

75. The present report contains a number of proposals for the consideration of Member States. They are offered with full respect for Member States' sole authority at every stage of the mandate life cycle and recognition that decisions on the next steps lie entirely with them. The report also contains information and insights that may support Member States in their stewardship of mandates, should they wish to draw on them.

76. Progress in the objectives and proposed actions set out in the present report could be made through a dedicated UN80-related intergovernmental process, the modalities of which would be determined by the President of the General Assembly. Should Member States decide that they wish to launch such a process, the United Nations stands ready to assist and provide support as requested.

Effective mandate design

77. Member States may wish to consider the following proposals to enhance mandate design:

1. Reduce the length of mandate texts wherever possible in order to ensure that mandates are implemented effectively and with greater impact (in line with the recommendations in paragraph 45 of General Assembly resolution [77/335](#))
2. Frame mandates that allow the Secretary-General appropriate flexibility to assign tasks based on comparative advantages and resources across the United Nations system
3. Refrain from mandating new tasks that are not backed by corresponding resources or an explicit reduction in other mandated tasks

Improve mandate delivery

78. Member States may wish to consider the following proposals to strengthen mandate delivery:

1. Prioritize and streamline requests in mandates for reports or meetings
2. Fully apply all commitments by Member States through the funding compact and strengthen dialogue to this end
3. Allow United Nations system entities greater flexibility to redeploy resources quickly with reasonable justification, including to protect essential country-level delivery from funding cuts
4. Consider implementing relevant forthcoming recommendations from the UN80 Initiative workstream on structural changes and programme realignment

Support mandate review

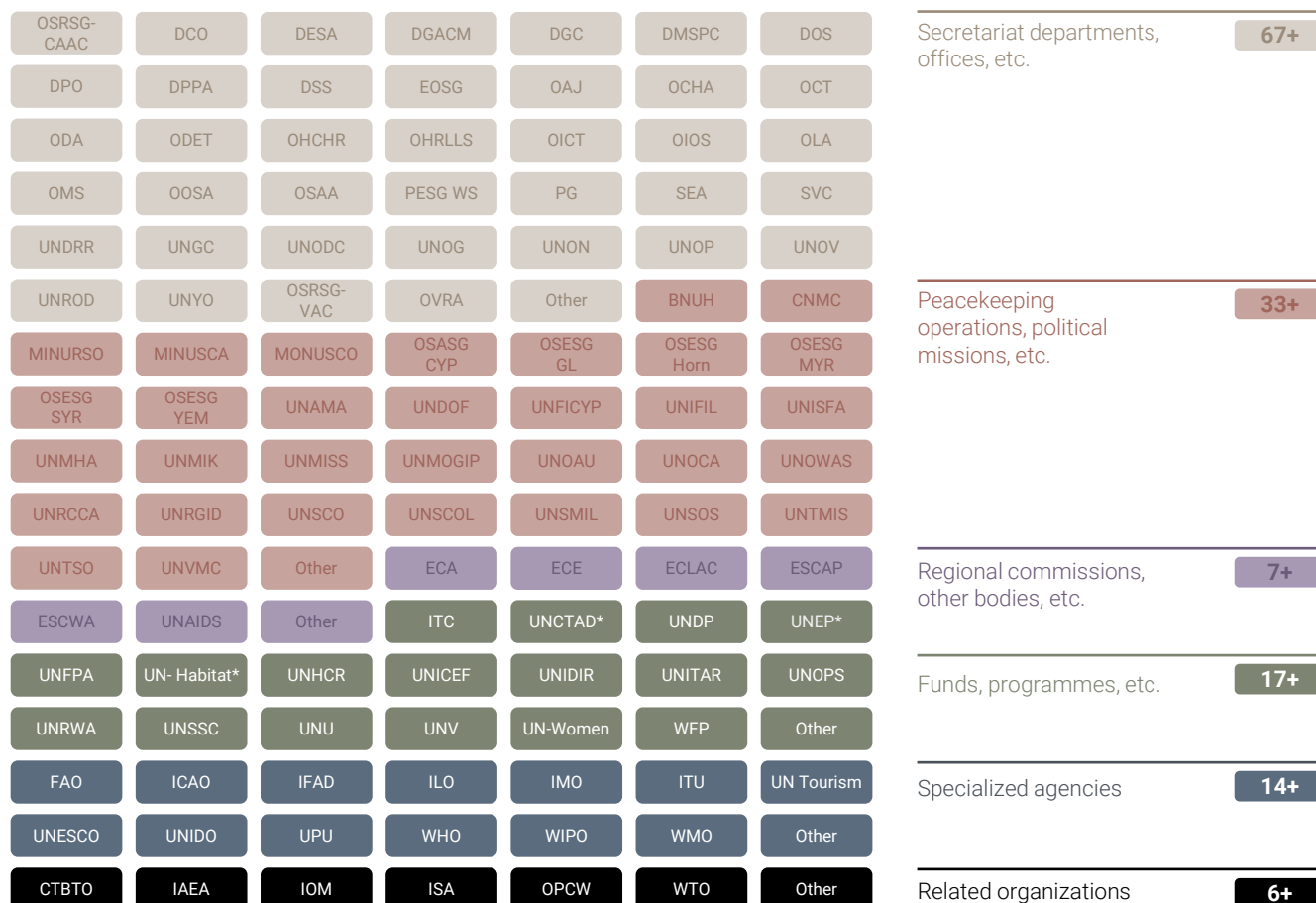
79. Member States may wish to consider the following proposals to support mandate review:

1. Systematize and reinforce efforts under way to strengthen mandate review mechanisms and ensure that these efforts are in place across mandating bodies
2. Include expiry clauses in new resolutions (as recommended in General Assembly resolution [77/335](#))
3. Introduce processes to facilitate more collective reviews of mandates that address specific issues, learning from existing practices (e.g. General Assembly revitalization) and similar processes (e.g. the quadrennial comprehensive policy review)
4. Streamline how mandates are discussed, including by revising intergovernmental bodies' programmes of work, consolidating agenda items of individual bodies and aligning work across the General Assembly, the Economic and Social Council and the Security Council

Annex: United Nations system overviews

United Nations system (simplified)

Showing entities by type, one box per entity (typically USG/ASG-led)

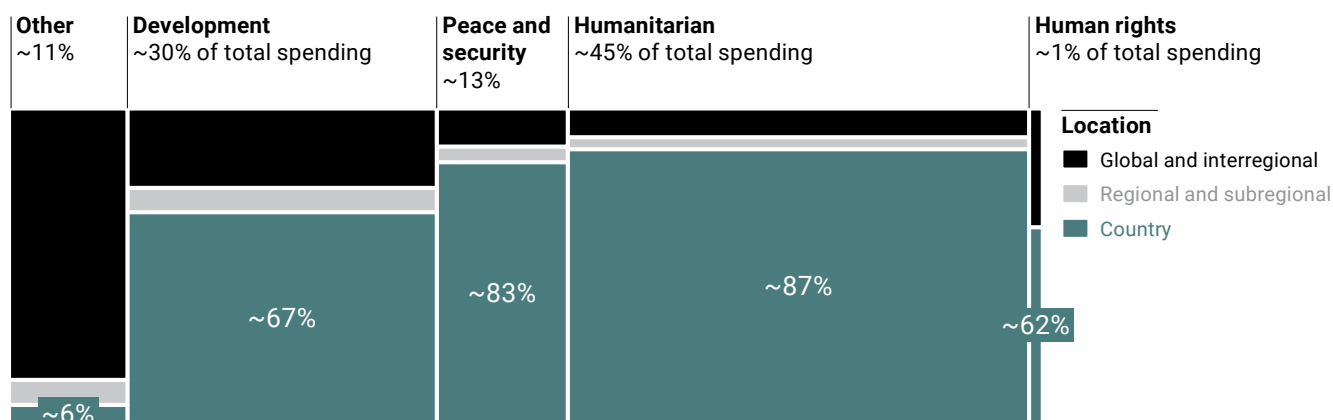


*The secretariats of these entities are part of the United Nations Secretariat.

Note: Entities that are subsidiary organs of the General Assembly, including training and research and other entities, are included in "Funds, programmes, etc.". Some entities are not shown and are included in "Other". Source: United Nations system chart (March 2025).

United Nations system expenditure by pillar and location

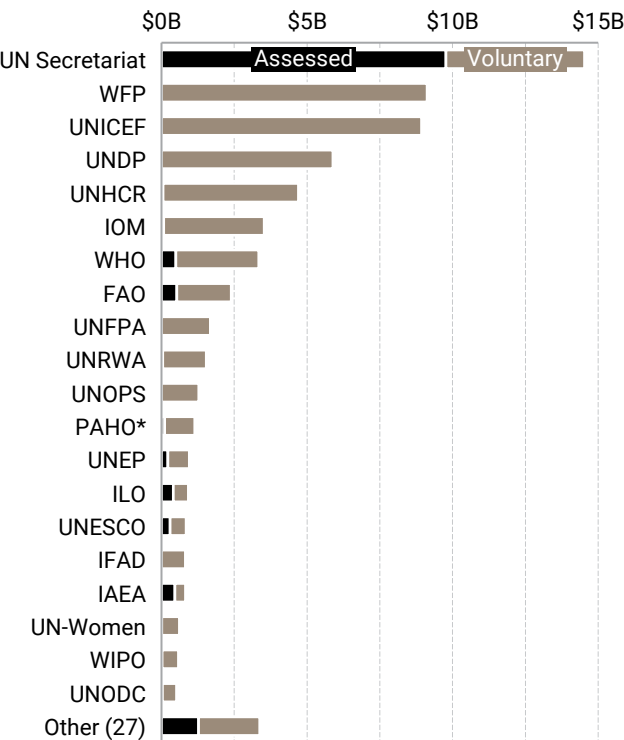
Share of total spending by pillar and in 2023, global, regional, local



Source: CEB statistics.

United Nations system revenue by entity

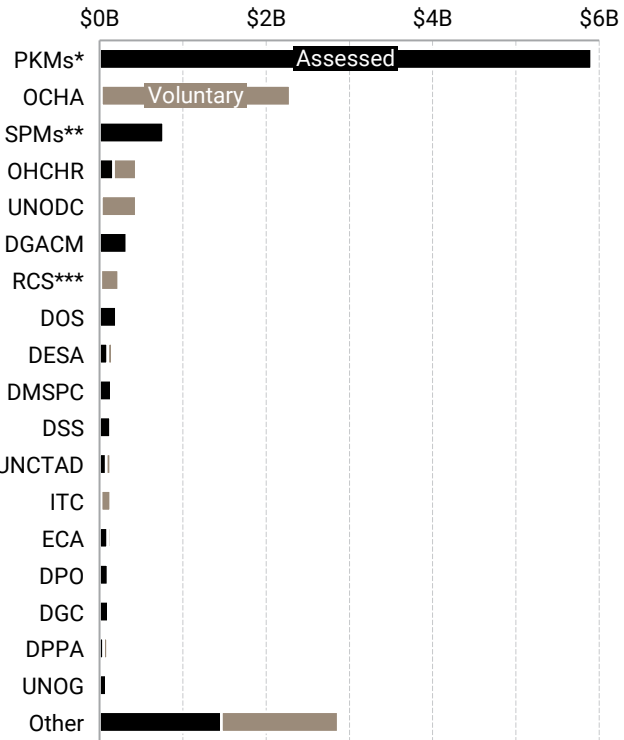
Total revenue by type (assessed, voluntary/other), 2023



Note: UN Secretariat includes Secretariat and peacekeeping revenue.
Abbreviation: *Pan American Health Organization. Source: CEB statistics.

Secretariat revenue by entity

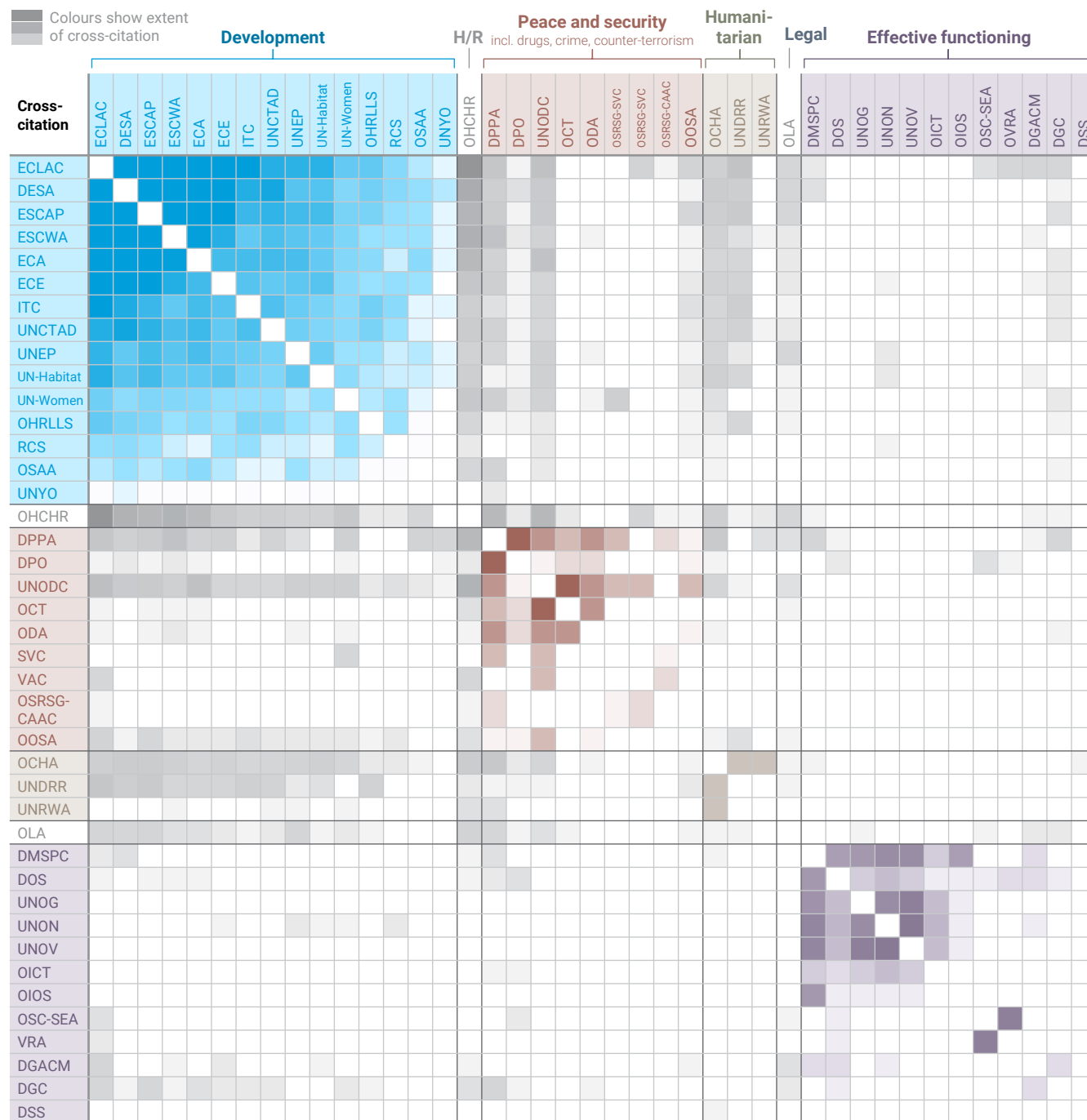
Total revenue by type (assessed, voluntary/other), 2023



Abbreviations: *peacekeeping missions; **special political missions;
***resident coordinator system. Source: UN Secretariat.

Map of overlapping mandate citations between two entities in the Secretariat programme budget

Number of mandates cross-cited between one entity and another



Source: Secretariat proposed programme budget for 2026 and peacekeeping budget for 2025/2026.

Abbreviations

BINUH	United Nations Integrated Office in Haiti
CNMC	Cameroon-Nigeria Mixed Commission
CTBTO	Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization
DCO	Development Coordination Office
DESA	Department of Economic and Social Affairs
DGACM	Department for General Assembly and Conference Management
DGC	Department of Global Communications
DMSPC	Department of Management Strategy, Policy and Compliance
DOS	Department of Operational Support
DPO	Department of Peace Operations
DPPA	Department of Political and Peacebuilding Affairs
DSS	Department of Safety and Security
ECA	Economic Commission for Africa
ECE	Economic Commission for Europe
ECLAC	Economic Commission for Latin America and the Caribbean
EOSG	Executive Office of the Secretary-General
ESCAP	Economic and Social Commission for Asia and the Pacific
ESCWA	Economic and Social Commission for Western Asia
FAO	Food and Agriculture Organization of the United Nations
IAEA	International Atomic Energy Agency
ICAO	International Civil Aviation Organization
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IMO	International Maritime Organization
IOM	International Organization for Migration
ISA	International Seabed Authority
ITC	International Trade Centre
ITU	International Telecommunication Union
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
OAJ	Office of Administration of Justice
OCHA	Office for the Coordination of Humanitarian Affairs
OCT	Office of Counter-Terrorism
ODA	Office for Disarmament Affairs
ODET	Office for Digital and Emerging Technologies
OHCHR	Office of the United Nations High Commissioner for Human Rights
OHRLLS	Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
OICT	Office of Information and Communications Technology
OIOS	Office of Internal Oversight Services
OLA	Office of Legal Affairs
OMS	Office of the United Nations Ombudsman and Mediation Services
OOSA	Office for Outer Space Affairs
OPCW	Organisation for the Prohibition of Chemical Weapons
OSAA	Office of the Special Adviser on Africa
OSASG CYP	Office of the Special Adviser to the Secretary-General on Cyprus
OSC-SEA	Office of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse
OSESG GL	Office of the Special Envoy of the Secretary-General for the Great Lakes Region
OSESG Horn	Office of the Special Envoy of the Secretary-General for the Horn of Africa
OSESG MYR	Office of the Special Envoy of the Secretary-General on Myanmar
OSESG SYR	Office of the Special Envoy of the Secretary-General for Syria
OSESG YEM	Office of the Special Envoy of the Secretary-General for Yemen
OSRSG-CAAC	Office of the Special Representative of the Secretary-General for Children and Armed Conflict
OSRSG-SVC	Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict
OSRSG-VAC	Office of the Special Representative of the Secretary-General on Violence Against Children

OVRA	Office of the Victims' Rights Advocate
PESG WS	Personal Envoy of the Secretary-General for Western Sahara
PG	Office of the Special Adviser to the Secretary-General on the Prevention of Genocide
UN Tourism	World Tourism Organization
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNAMA	United Nations Assistance Mission in Afghanistan
UNCTAD	United Nations Conference on Trade and Development
UNDOF	United Nations Disengagement Observer Force
UNDP	United Nations Development Programme
UNDRR	United Nations Office for Disaster Risk Reduction
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNFPA	United Nations Population Fund
UNGC	United Nations Global Compact
UN-Habitat	United Nations Human Settlements Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDIR	United Nations Institute for Disarmament Research
UNIDO	United Nations Industrial Development Organization
UNIFIL	United Nations Interim Force in Lebanon
UNISFA	United Nations Interim Security Force for Abyei
UNITAR	United Nations Institute for Training and Research
UNMIHA	United Nations Mission to Support the Hudaydah Agreement
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMISS	United Nations Mission in South Sudan
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOAU	United Nations Office to the African Union
UNOCA	United Nations Regional Office for Central Africa
UNODC	United Nations Office on Drugs and Crime
UNOG	United Nations Office at Geneva
UNON	United Nations Office at Nairobi
UNOP	United Nations Office for Partnerships
UNOPS	United Nations Office for Project Services
UNOV	United Nations Office at Vienna
UNOWAS	United Nations Office for West Africa and the Sahel
UNRCCA	United Nations Regional Centre for Preventive Diplomacy for Central Asia
UNRGID	United Nations Representative to the Geneva International Discussions
UNROD	United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNSCO	Office of the United Nations Special Coordinator for the Middle East Peace Process
UNSCOL	Office of the United Nations Special Coordinator for Lebanon
UNSMIL	United Nations Support Mission in Libya
UNTMIS	United Nations Transitional Assistance Mission in Somalia
UNSOS	United Nations Support Office in Somalia
UNSSC	United Nations System Staff College
UNTSO	United Nations Truce Supervision Organization
UNU	United Nations University
UNVMC	United Nations Verification Mission in Colombia
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNYO	United Nations Youth Office
UPU	Universal Postal Union
WFP	World Food Programme
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization
WTO	World Trade Organization.

Article 54 applies to any state which during the Second World War has been an enemy of any signatory to the present Charter. Article 54 The Economic and Social Cooperation Article 55 With a view to the creation of conditions of stability and well-being under regional arrangements or by regional agencies for the maintenance of international peace and security. Chapter IX: International Economic and Social Cooperation Article 55 With a view to the creation of conditions of stability and well-being which are necessary for peaceful and friendly relations among nations based on respect for the principle of equal rights and self-determination of peoples, the United Nations shall promote: higher standards of living, full employment, and conditions of economic and social progress and development; solutions of international economic, social, health, and related problems; and international cultural and educational cooperation; and universal respect for, and observance of, human rights and fundamental freedoms for all without distinction as to race, sex, language, or religion. Article 56 All Members pledge themselves to take joint and separate action in co-operation with the Organization for the achievement of the purposes set forth in Article 55. Article 57 The various specialized agencies, established by intergovernmental agreement and having wide international responsibilities, as defined in their basic instruments, in economic, social, cultural, educational, health, and related fields, shall be brought into relationship with the United Nations in accordance with the provisions of Article 63. Such agencies thus brought into relationship with the United Nations are hereinafter referred to as specialized agencies. Article 58 The Organization shall make recommendations for the co-ordination of the policies and activities of the specialized agencies. Article 59 The Organization shall, where appropriate, initiate negotiations among the states concerned for the creation of any new specialized agencies required for the accomplishment of the purposes set forth in Article 55. Article 60 Responsibility for the discharge of the functions of the Organization set forth in this Chapter shall be vested in the General Assembly and, under the authority of the General Assembly, in the Economic and Social Council, which shall have for this purpose the powers set forth in Chapter X. Chapter X: The Economic and Social Council composition Article 61 The Economic and Social Council shall consist of fifty-four Members of the United Nations elected by the General Assembly. Subject to the provisions of paragraph 3, eighteen members of the Economic and Social Council shall be elected each year for a term of three years. A retiring member shall be eligible for immediate re-election. At the first election after the increase in the membership of the Economic and Social Council from twenty-seven to fifty-four members, in addition to the members elected in place of the nine members whose term of office expires at the end of that year, twenty-seven additional members shall be elected. Of these twenty-seven additional members, the term of office of nine members so elected shall expire at the end of one year, and of nine other members at the end of two years, in accordance with arrangements made by the General Assembly. Each member of the Economic and Social Council shall have one representative. Functions and powers Article 62 The Economic and Social Council may make or initiate studies and reports with respect to international economic, social, cultural, educational, health, and related matters and may make recommendations with respect to any such matters to the General Assembly to the Members of the United Nations, and to the specialized agencies concerned. It may make recommendations for the purpose of promoting respect for, and observance of, human rights and fundamental freedoms for all. It may prepare draft conventions for submission to the General Assembly, with respect to matters falling within its competence. It may call, in accordance with the rules prescribed by the United Nations, international conferences on matters falling within its competence. Article 63 The Economic and Social Council may enter into agreements with any of the agencies referred to in Article 57, defining the terms on which the agency concerned shall be brought into relationship with the United Nations. Such agreements shall be subject to approval by the General Assembly. It may co-ordinate the activities of the specialized agencies through consultation with and recommendations to such agencies and through recommendations to the General Assembly and to the Members of the United Nations. Article 64 The Economic and Social Council may take appropriate steps to obtain regular reports from the specialized agencies. It may make arrangements with the Members of the United Nations and with the specialized agencies to obtain reports on the steps taken to give effect to its own recommendations and to recommendations on matters falling within its competence made by the General Assembly. It may communicate its observations on these reports to the General Assembly. Article 65 The Economic and Social Council may furnish information to the Security Council and shall assist the Security Council upon its request. Article 66 The Economic and Social Council shall perform such functions as fall within its competence in connection with the carrying out of the recommendations of the General Assembly. It may, with the approval of the General Assembly, perform services at the request of Members of the United Nations and at the request of specialized agencies. It shall perform such other functions as are specified elsewhere in the present Charter or as may be assigned to it by the General Assembly. Voting Article 67 Each member of the Economic and Social Council shall have one vote. Decisions of the Economic and Social Council shall be made by a majority of the members present and voting. Procedure Article 68 The Economic and Social Council shall set up commissions in economic and social fields and for the promotion of human rights, and such other commissions as may be required for the performance of its functions. Article 69 The Economic and Social Council shall invite any Member of the United Nations to participate, without vote, in its deliberations on any matter of particular concern to that Member. Article 70 The Economic and Social Council may make arrangements for representatives of the specialized agencies to participate, without vote, in its deliberations and in those of the commissions established by it, and for its representatives to participate in the deliberations of the specialized agencies. Article 71 The Economic and Social Council may make suitable arrangements for consultation with non-governmental organizations which are concerned with matters within its competence. Such arrangements may be made with international organizations and, where appropriate, with national organizations after consultation with the Member of the United Nations concerned. Article 72 The Economic and Social Council shall adopt its own rules of procedure, including the method of selecting its President. The Economic and Social Council shall meet as required in accordance with its rules, which shall include provision for the convening of meetings on the request of a majority of its members. Chapter XI: Declaration Regarding Non-Self-Governing Territories Article 73 Members of the United Nations which have or assume responsibilities for the administration of territories whose peoples have not yet attained a full measure of self-government recognize the principle that the interests of the inhabitants of these territories are paramount, and accept as a sacred trust the obligation to promote to the utmost, within the system of international peace and security established by the present Charter, the well-being of the inhabitants of these territories, and, to this end, to ensure, with due respect for the culture of the peoples concerned, their political, economic, social, and educational advancement, their just treatment, and their protection against abuses; to develop self-government, to take due account of the political aspirations of the peoples, and to assist them in the progressive development of their free political institutions, according to the particular circumstances of each territory and its peoples and their varying stages of advancement; to further international peace and security; to promote constructive measures of development; to encourage research, and to co-operate with one another and, when and where appropriate, with specialized international bodies with a view to the practical achievement of the social, economic, and scientific purposes set forth in this Article, and to transmit regularly to the Secretary-General for information purposes, subject to such limitation as security and constitutional considerations may require, statistical and other information of a technical nature relating to economic, social, and educational conditions in the territories for which they are respectively responsible other than those territories to which Chapters XII and XIII apply. Article 74 Members of the United Nations also agree that their policy in respect of the territories to which this Chapter applies, no less than in respect of their metropolitan areas, must be based on the general principle of good-neighbourliness, due account being taken of the interests and well-being of the rest of the world, in social, economic, and commercial matters. Chapter XII: International Trusteeship System Article 75 The United Nations shall establish under its authority an international trusteeship system for the administration and supervision of such territories as may be placed thereunder by subsequent individual agreements. These territories are hereinafter referred to as trust territories. Article 76 The basic objectives of the trusteeship system, in accordance with the Purposes of the United Nations laid down in Article 1 of the present Charter, shall be: to further international peace and security; to promote the political, economic, social, and educational advancement of the inhabitants of the trust territories, and their progressive development towards self-government or independence as may be appropriate to the particular circumstances of each territory and its peoples and the freely expressed wishes of the peoples concerned, and as may be provided by the terms of each trusteeship agreement; to encourage respect for human rights and for fundamental freedoms for all without distinction as to race, sex, language, or religion, and to encourage recognition of the interdependence of the peoples of the world; and to ensure equal treatment in social, economic, and commercial matters for all Members of the United Nations and their nationals, and also equal treatment for the latter in the administration of justice, without prejudice to the attainment of the foregoing objectives and subject to the provisions of Article 80. Article 77 The trusteeship system shall apply to such territories in the following categories as may be placed thereunder by means of trusteeship agreements: territories now held under mandate; territories which may be detached from enemy states as a result of the Second World War; and territories voluntarily placed under the system by states responsible for their administration. It will be a matter for subsequent agreement as to which territories in the foregoing categories will be brought under the trusteeship system and upon what terms. Article 78 The trusteeship system shall not apply to territories which have become Members of the United Nations, relationship among which shall be based on respect for the principle of sovereign equality. Article 79 The terms of trusteeship for each territory to be placed under the trusteeship system, including any alteration or amendment, shall be agreed upon by the states directly concerned, including the mandatory power in the case of territories held under mandate by a Member of the United Nations, and shall be approved as provided for in Articles 83 and 85. Article 80 Except as may be agreed upon in individual trusteeship agreements, made under Articles 77, 79, and 81, placing each territory under the trusteeship system, and until such agreements have been concluded, nothing in this Chapter shall be construed in or of itself to alter in any manner the rights whatsoever of any states or any peoples or the terms of existing international instruments to which Members of the United Nations may respectively be parties. Paragraph 1 of this Article shall not be interpreted as giving grounds for delay or postponement of the negotiation and conclusion of agreements for placing mandated and other territories under the trusteeship system as provided for in Article 77. Article 81 The trusteeship agreement shall in each case include the terms under which the trust territory will be administered and designate the authority which will exercise the administration of the trust territory. Such authority, hereinafter called the administering authority, may be one or more states or the Organization itself. Article 82 There may be designated, in any trusteeship agreement, a strategic area or areas which may include part or all of the trust territory to which the agreement applies, without prejudice to any special agreement or agreements made under Article 43. Article 83 All functions of the United Nations relating to strategic areas, including the approval of the terms of the trusteeship agreements and of their alteration or amendment shall be exercised by the Security Council. The basic objectives set forth in Article 76 shall be applicable to the people of each strategic area. The Security Council shall, subject to the provisions of the trusteeship agreements and without prejudice to security considerations, avail itself of the assistance of the Trusteeship Council to perform those functions of the United Nations under the trusteeship system relating to political, economic, social, and educational matters in the strategic areas. Article 84 It shall be the duty of the administering authority to ensure that the trust territory shall play its part in the maintenance of international peace and security. To this end the administering authority may make use of volunteer forces, facilities, and assistance from the trust territory in carrying out the obligations towards the Security Council undertaken in this regard by the administering authority, as well as for local defence and the maintenance of law and order within the trust territory. Article 85 The functions of the United Nations with regard to trusteeship agreements for all areas not designated as strategic, including the approval of the terms of the trusteeship agreements and of their alteration or amendment, shall be exercised by the General Assembly. The Trusteeship Council, operating under the authority of the General Assembly shall assist the General Assembly in carrying out these functions. Chapter XIII: The Trusteeship Council composition Article 86 The Trusteeship Council shall consist of the following Members of the United Nations: those Members administering trust territories; such of those Members mentioned by name in Article 23 as are not administering trust territories; and as many other Members elected for three-year terms by the General Assembly as may be necessary to ensure that the total number of members of the Trusteeship Council is equally divided between those Members of the United Nations which administer trust territories and those which do not. Each member of the Trusteeship Council shall designate one specially qualified person to represent it therein. Functions and powers Article 87 The General Assembly and, under its authority, the Trusteeship Council, in carrying out their functions, may consider reports submitted by the administering authority; accept petitions and examine them in consultation with the administering authority; provide for periodic visits to the respective trust territories at times agreed upon with the administering authority, and take these and other actions in conformity with the terms of the trusteeship agreements. Article 88 The Trusteeship Council shall formulate a questionnaire on the political, economic, social, and educational advancement of the inhabitants of each trust territory, and the administering authority for each trust territory within the competence of the General Assembly shall make an annual report to the General Assembly upon the basis of such questionnaire. Voting Article 89 Each member of the Trusteeship Council shall have one vote. Decisions of the Trusteeship Council shall be made by a majority of the members present and voting. Procedure Article 90 The Trusteeship Council shall adopt its own rules of procedure, including the method of selecting its President. The Trusteeship Council shall meet as required in accordance with its rules, which shall include provision for the convening of meetings on the request of a majority of its members. Article 91 The Trusteeship Council shall, when appropriate, avail itself of the assistance of the Economic and Social Council and of the specialized agencies in regard to matters with which they are respectively concerned. Chapter XIV: The International Court of Justice Article 92 The International Court of Justice shall be the principal judicial organ of the United Nations. It shall function in accordance with the annexed Statute, which is based upon the Statute of the Permanent Court of International Justice and forms an integral part of the present Charter. Article 93 All Members of the United Nations are ipso facto parties to the Statute of the International Court of Justice. A state which is not a Member of the United Nations may become a party to the Statute of the International Court of Justice on conditions to be determined in each case by the General Assembly upon the recommendation of the Security Council. Article 94 Each Member of the United Nations undertakes to comply with the decision of the International Court of Justice in any case to which it is a party. If any party to a case fails to perform the obligations incumbent upon it under a judgment rendered by the Court, the other party may have recourse to the Security Council, which may, if it deems necessary, make recommendations or decide upon measures to be taken to give effect to the judgment. Article 95 Nothing in the present Charter shall prevent Members of the United Nations from entrusting the solution of their differences to other tribunals by virtue of agreements already in existence or which may be concluded in the future. Article 96 The General Assembly or the Security Council may request the International Court of Justice to give an advisory opinion on any legal question. Other organs of the United Nations and specialized agencies, which may at any time be so authorized by the General Assembly, may also request advisory opinions of the Court on legal questions arising within the scope of their activities. Chapter XV: The Secretariat Article 97 The Secretariat shall comprise a Secretary-General and such staff as the Organization may require. The Secretary-General shall be appointed by the General Assembly upon the recommendation of the Security Council. He shall be the chief administrative officer of the Organization. Article 98 The Secretary-General shall act in that capacity in all meetings of the General Assembly, of the Security Council, of the Economic and Social Council, and of the Trusteeship Council, and shall perform such other functions as are entrusted to him by these organs. The Secretary-General shall make an annual report to the General Assembly on the work of the Organization. Article 99 The Secretary-General may bring to the attention of the Security Council any matter which in his opinion may threaten the maintenance of international peace and security. Article 100 In the performance of their duties the Secretary-General and the staff shall not seek or receive instructions from any government or from any other authority external to the Organization. They shall refrain from any action which might reflect on their position as international officials responsible only to the Organization. Each Member of the United Nations undertakes to respect the exclusively international character of the responsibilities of the Secretary-General and the staff and not to seek to influence them in the discharge of their responsibilities. Article 101 The staff shall be appointed by the Secretary-General under regulations established by the General Assembly. Appropriate staffs shall be permanently assigned to the Economic and Social Council, the Trusteeship Council, and, as required, to other organs of the United Nations. These staffs shall form a part of the Secretariat. The paramount consideration in the employment of the staff and in the determination of the conditions of service shall be the necessity of securing the highest standards of efficiency, competence, and integrity. Due regard shall be paid to the importance of recruiting the staff on as wide a geographical basis as possible. Chapter XVI: Miscellaneous Provisions Article 102 Every treaty and every international agreement entered into by any Member of the United Nations after the present Charter comes into force shall as soon as possible be registered with the Secretariat and published by it. No party to any such treaty or international agreement which has not been registered in accordance with the provisions of paragraph 1 of this Article may invoke that treaty or agreement before any organ of the United Nations. Article 103 In the event of conflict between the obligations of the Members of the United Nations under the present Charter and their obligations under any other international agreement, their obligations under the present Charter shall prevail. Article 104 The Organization shall enjoy in the territory of each of its Members such legal capacity as may be necessary for the exercise of its functions and the fulfilment of its purposes. Article 105 The Organization shall enjoy in the territory of each of its Members such privileges and immunities as are necessary for the fulfilment of its purposes. Representatives of the Members of the United Nations and officials of the Organization shall similarly enjoy such privileges and immunities as are necessary for the independent exercise of their functions in connection with the Organization. The General Assembly may make recommendations with a view to determining the details of the application of paragraphs 1 and 2 of this Article or may propose conventions to the Members of the United Nations for this purpose. Chapter XVII: Transitional Security Arrangements Article 106 Pending the coming into force of such special agreements referred to in Article 43 as in the opinion of the Security Council enable it to begin the exercise of its responsibilities under Article 42, the parties to the Four-Nation Declaration, signed at Moscow, 30 October 1943, and France, shall, in accordance with the provisions of paragraph 5 of that Declaration, consult with one another and as occasion requires with other Members of the United Nations with a view to such joint action on behalf of the Organization as may be necessary for the purpose of maintaining international peace and security. Article 107 Nothing in the present Charter shall invalidate or preclude action, in relation to any state which during the Second World War has been an enemy of any signatory to the present Charter, taken or authorized as a result of that war by the Governments having responsibility for such action. Chapter XVIII: Amendments Article 108 Amendments to the present Charter shall come into force for all Members of the United Nations when they have been adopted by a vote of two thirds of the members of the General Assembly and ratified in accordance with their respective constitutional processes by two thirds of the Members of the United Nations, including all the permanent members of the Security Council. Article 109 A General Conference of the Members of the United Nations for the purpose of reviewing the present Charter may be held at a date and place to be fixed by a two-thirds vote of the members of the General Assembly and by a vote of any nine members of the Security Council. Each Member of the United Nations shall have one vote in the conference. Any alteration of the present Charter recommended by a two-thirds vote of the conference shall take effect when ratified in accordance with their respective constitutional processes by two thirds of the Members of the United Nations including all the permanent members of the Security Council. If such a conference has not been held before the tenth annual session of the General Assembly following the coming into force of the present Charter, the proposal to call such a conference shall be placed on the agenda of that session of the General Assembly, and the conference shall be held if so decided by a majority of the Members of the General Assembly and by a vote of any seven members of the Security Council. Chapter XIX: Ratification and Signature Article 110 The present Charter shall be ratified by the signatory states in accordance with their respective constitutional processes. The ratifications shall be deposited with the Government of the United States of America which shall notify all the signatory states of each deposit as well as the Secretary-General of the Organization when the deposit has been made. The present Charter shall come into force upon the deposit of ratifications by the Republic of China, France, the Union of Soviet Socialist Republics, the United Kingdom of Great Britain and Northern Ireland, and the United States of America, and by a majority of the other signatory states. A protocol of the ratifications deposited shall thereupon be drawn up by the Government of the United States of America which shall communicate copies thereof to all the signatory states. The states signatory to the present Charter which ratify it after it has come into force will become original Members of the United Nations on the date of the deposit of their respective ratifications. Article 111 The present Charter, of which the Chinese, French, Russian, English, and Spanish texts are equally authentic, will remain deposited in the archives of the Government of the United States of America. duly certified copies thereof shall be transmitted by that Government to the Governments of the other signatory states. In Faith Whereof the representatives of the Governments of the United Nations have signed the present Charter. Done at the city of San Francisco this twenty-sixth day of June, one thousand nine hundred and forty-five.