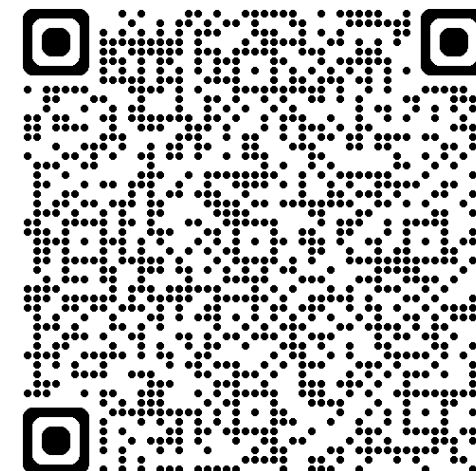


BRIEFING TO MEMBER STATES

**Informal ad hoc working group on the Mandate Implementation Review
Briefing one: “Mandate Creation”**

13 October 2025

DOWNLOAD HERE



Mandate creation: First step in the mandate lifecycle, and starting point for successful delivery and review



Insights from the
Mandate
Implementation
Review report
(July 2025)



Visibility:
Knowing what mandates
already exist across organs



Design:
Crafting mandates for
optimal impact

Management & coordination
Supporting a good division of
labour within the UN system

Funding modalities
Resourcing in ways that enable
impact with less fragmentation

Meetings and reporting
Designing information exchanges
that support optimal impact

Member state review
Ensuring strong mechanisms
for joint review and feedback

UN system accountability
Obtaining a clear picture of
system-wide results

Simple definition: A mandate is a request or directive for action in the operative paragraphs of mandate source docs (resolutions, decisions, ...)

Mandate source



A **document** adopted by a mandating organ (e.g., decision resolution, etc.), containing one or more instructions in **operative paragraphs**

Example:

GA resolution A/RES/80/XXX

Mandate



The **instruction**: a **request or directive for action** by an implementing entity (e.g., SG, PGA, specific UN entity, or other assigned entities)

Example:

Requests the Secretary-General to submit an annual report on ...

Mandated activity



The **specific work planned and resourced** in the programme budget, entailing activities and deliverables that contribute to results

Example:

Preparation and publication of an annual report on ... (section XX, programme budget)

Mandate chain: How a resolution translates into mandate, activity, resources, and results

	PLAIN DEFINITION	EXAMPLE	LINKAGE
Mandate source 	Adopted document, e.g., a resolution, containing one or more instructions	<i>GA Resolution 79/248 Pattern of Conferences</i>	Generates mandates
Mandate 	Request or directive for action	<i>Requests the SG to submit a annual report on conferences</i>	Basis for planning & budgeting
Mandated activity 	Specific work planned and resourced in the programme budget	<i>Prepare and publish annual report (section 2)</i>	Translates mandates to programme plans
Resources 	Human and financial inputs in the budget	<i>Approved post and non-post resources (section 2)</i>	Enable delivery
Result / impact 	Outputs, outcomes and longer-term changes in performance reports	<i>Report issued on time; data used to improve efficiency</i>	Demonstrate delivery

Visibility: Seeing the whole picture

VISIBILITY CHALLENGES:

- Many **mandating bodies**, incl. GA, SC, ECOSOC, and for related organizations and specialized agencies.
- Over **40,000 resolutions** since 1946 in GA, SC, ECOSOC and HRC alone.
- **Few individual systems** to track mandates from or across mandating bodies.
- **Duplication and overlap** can happen unintentionally.



PROPOSED SOLUTIONS IN THE REPORT:

- 1 Accelerate the creation of **comprehensive registries** of existing mandate texts issued by all mandating bodies *[para. 23/1, for SG]*
- 2 Strengthen **support by UN entities** to coordinate and promote greater visibility **across** the work of **mandating bodies** *[para. 23/3, for SG]*

We have set up mandates.un.org so that you can explore the data we have compiled, and will keep adding functionality.

UN Mandate Source Registry

beta version

Developed as part of the UN80 Initiative, this registry serves as a transparency tool for understanding UN mandates and programmes. It compiles the source documents that UN entities cite when explaining why their programmes exist and why they require resources, enabling better dialogue on mandate implementation.

[Read More](#)

Source Documents

3,959

UN Organs & Bodies

23

UN Entities

109

Citations

5,902

Mandate Source Documents

Show Advanced Filters

Sort

Q Search for document titles...

The Pact for the Future

A/RES/79/1GA2024

Cited 38 times by 28 entities

DESA DGCDOSDPO DPPA ECA ECE ECLAC ESCAP ESCWA ITC OCHA OCT ODA ODET OHCHR OLA OOSA UN-Habitat UN-OHRLLS UN-Women UNCTAD UNDRR UNEP UNLB UNOAU UNODC UNYO

Transforming Our World: The 2030 Agenda for Sustainable Development

A/RES/70/1GA2015

Cited 28 times by 22 entities

DESA ECA ECE ECLAC ESCAP ESCWA ITC OCHA ODET OHCHR OLA OOSA OSAA RCS UN-Habitat UN-OHRLLS UN-Women UNCTAD UNEP UNHCR UNODC UNRWA

Quadrennial Comprehensive Policy Review of Operational Activities for Development of the United Nations System

A/RES/79/226GA2024

Cited 23 times by 18 entities

CEB DESA ECA ECE ECLAC ESCAP ESCWA ITC OCHA OHCHR RCS UN-Habitat UN-OHRLLS UN-Women UNCTAD UNEP UNODC UNON

UN Organs & Bodies

Organs and bodies issuing and number of cited source documents

Q Search organs and bodies...

GA1,657

HRC583

SC480

ECOSOC371

Show 19 more

UN Entities

Entities and number of cited source documents

Q Search entities...

OHCHR852

ECLAC637

UNODC432

DPPA428

DESA413

ESCAP264

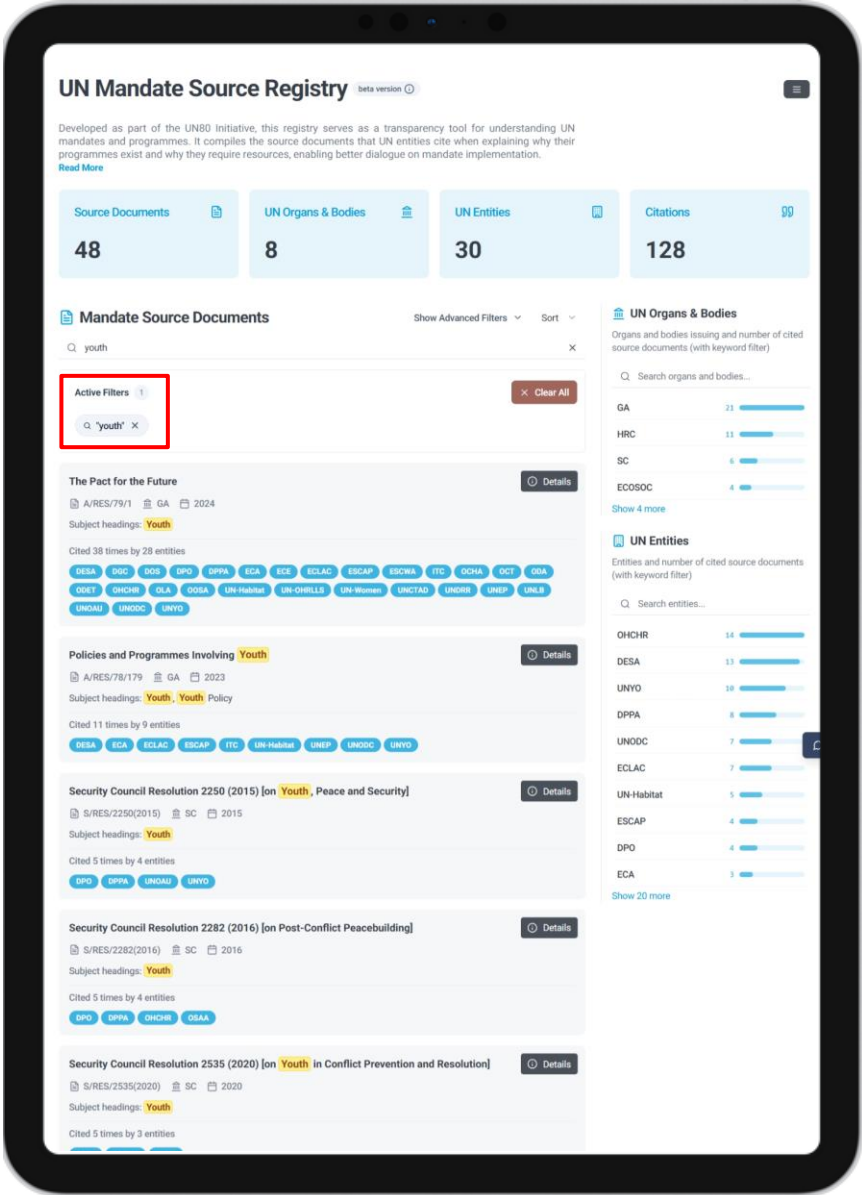
UNEP201

mandates.un.org

compiles the source documents that UN entities cite when explaining why their programmes exist and why they require resources, enabling better dialogue on mandates.

5

Illustration: Searching for current mandate sources on ‘Youth’



Source documents

48

UN organs and bodies

8

UN entities

30

Citations in programme budget

128

TRY HERE

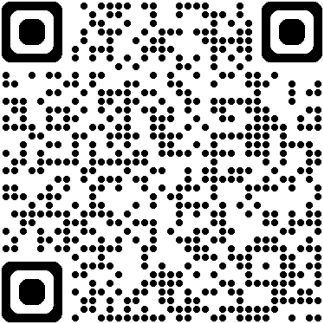
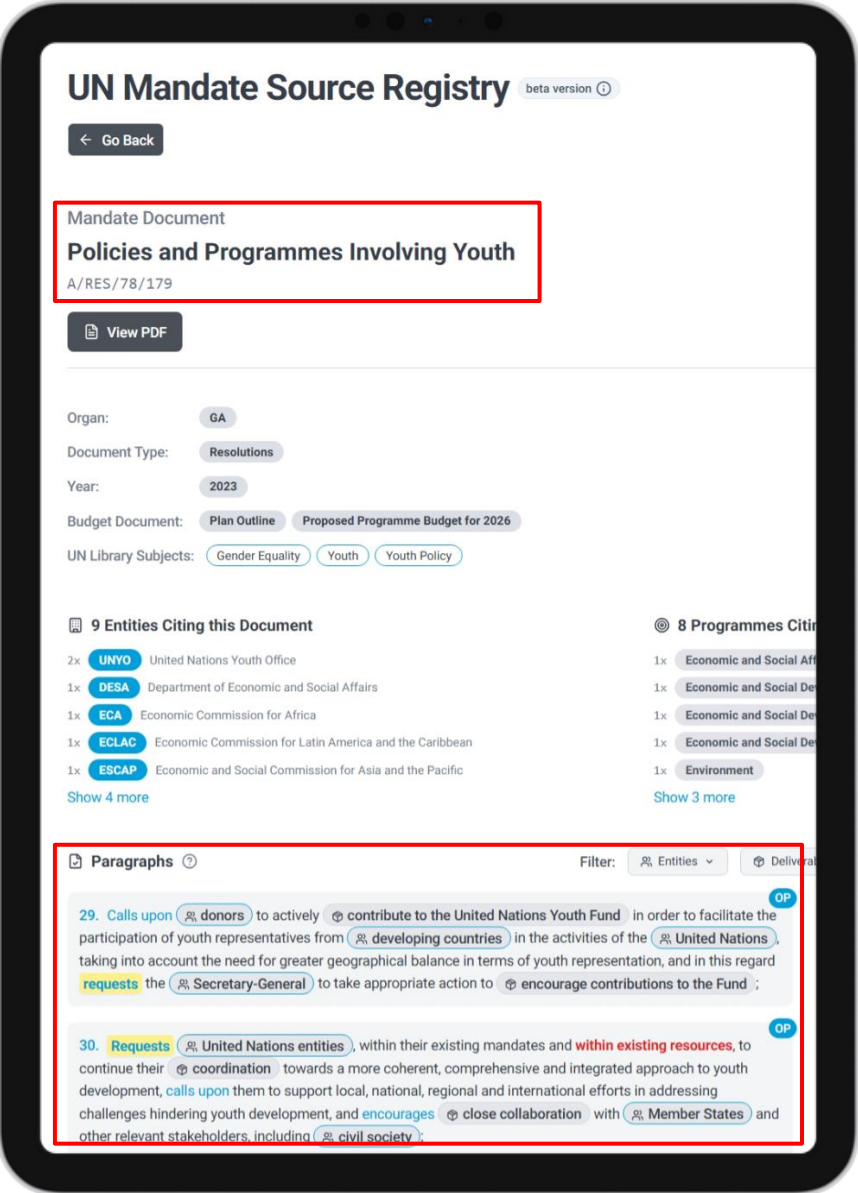


Illustration: Double-click on A/RES/78/179 for its operative paragraphs



Preambular paragraphs
~40

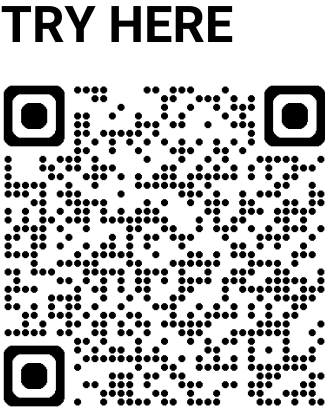
Operative paragraphs
>30

Entities / organ types referred
~12

References to deliverables
~30

PERIODICITY, LENGTH, AND SIMILARITY:

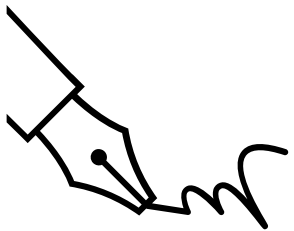
- **Bi-annual** resolution, first in 1986 (in this form)
- **Length up** from ~1,900 to ~4,500 words since 2011
- **Similarity** of text between **50% to 80%** per edition



Design and resourcing: Crafting for impactful deliverability

DESIGN CHALLENGES

- Resolutions are **growing longer** and inherently **more complex**.
- Resolutions are **growing more prescriptive**, reducing flexibility in how delivery is set up.
- Growing trend of resolutions **adding tasks 'within existing resources'**, while overall **budgets are shrinking**



PROPOSED SOLUTIONS IN THE REPORT:

- 1 Improve UN Secretariat **support for Member States** during mandate creation, based on their priorities... *[para. 23/2, for SG]*
- 2 Develop **tools using AI** to assist [...], incl. for [...] flagging potential complementarities or duplications in draft texts or meeting agendas across bodies... *[para. 23/4, for SG]*
- 3 For new mandates, complement **estimates of regular budget** [implications...] with additional info on related programmatic activities across the UN system... *[para. 29/4, for SG]*
- 4 Reduce the **length of mandate texts** wherever possible [...] (in line with A/RES/77/335, para. 45) *[para. 29/1, for M/S]*
- 5 Frame mandates that **allow the SG appropriate flexibility to assign tasks** based on comparative advantages... *[para. 29/2, for M/S]*
- 6 Refrain from mandating new **tasks [...] not backed by corresponding resources or [task] reduction** *[para. 29/3, for M/S]*

Working together for effective mandates: People + guidance + tools



People capacity

to assist in visibility and design

Examples

Technical secretariats:

- Working with secretariats of GA, SC, ECOSOC, etc., incl. research capacity and cross-body coordination.

Substantive expertise:

- Getting subject-matter advice from experts inside and outside the UN System.

Training:

- Training for presiding officers, co-facilitators and delegates.



Guides / frameworks

to assist in design decisions

Mandated activities:

- Identifying substantive deliverables (workshops, publications, etc.)
- Planning meetings, documents and agenda items

Mandate assignees:

- Existing entities (SG, UN, other entities, , subsidiary organs)
- Creation of new entities or ssubsidiary organs

Process and funding:

Facilitating negotiations

- Funding modalities, incl. PBI



Data and AI tools

to support visibility and design

Registries:

- Knowing what mandates already exist across organs

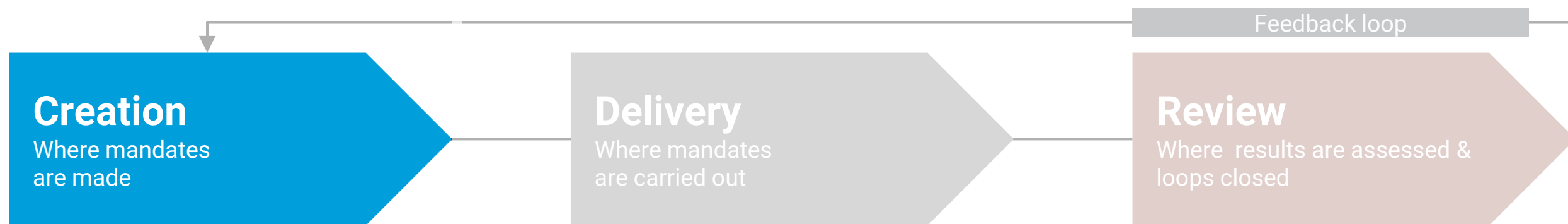
Summarization:

- Accessing AI-generated summaries of resolutions

Drafting module:

- Getting language suggestions
- Flagging complementarities and duplications on specific proposals

Closing: Bringing it all together



Visibility matters:

Accessible information supports easier drafting and coordination across bodies

Design drives delivery:

Concise, clear, flexible, resourced mandates deliver impact

Support matters:

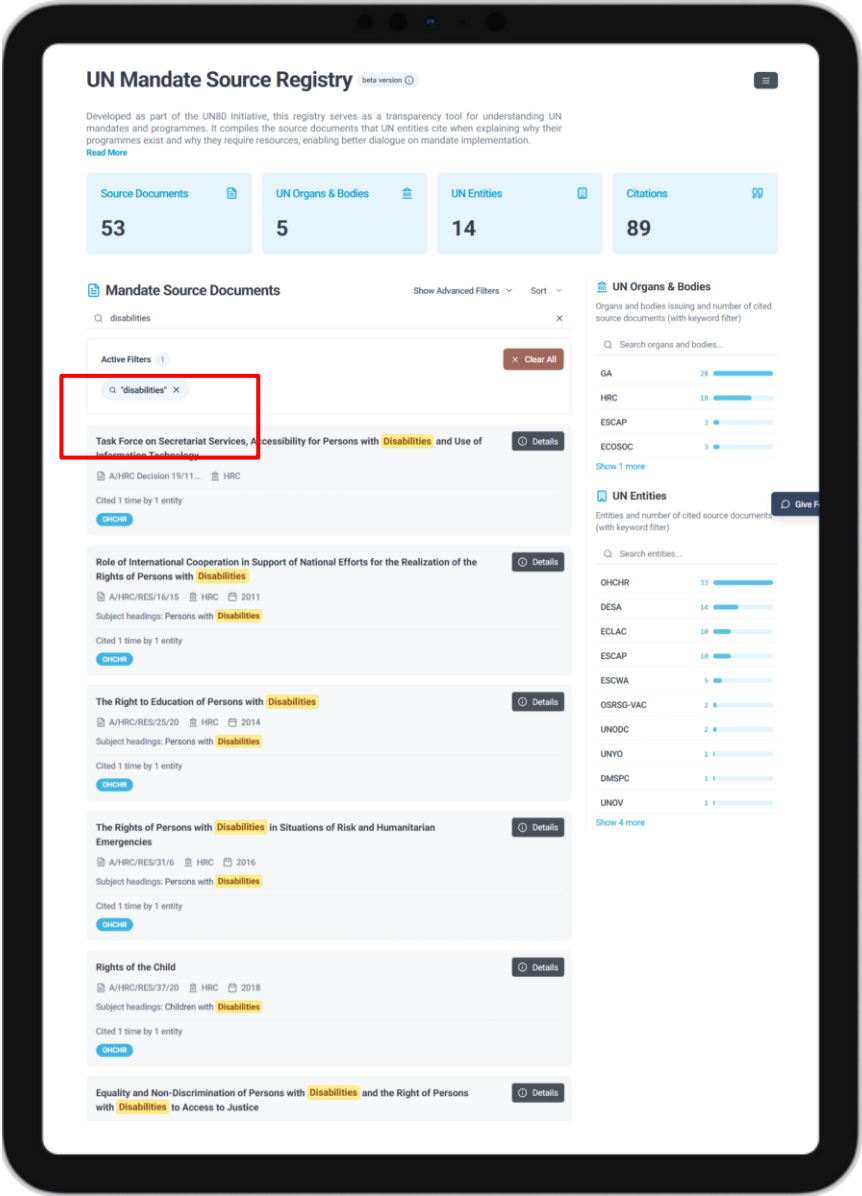
People, guidance, tools and tech support in designing effective mandates

ANNEX

Informal ad hoc working group on the Mandate Implementation Review Briefing one: “Mandate Creation”

13 October 2025

Illustration: Searching for current mandate sources on ‘disabilities’



Source documents
53

UN organs and bodies
5

UN entities
14

Citations in programme budget
89

TRY HERE

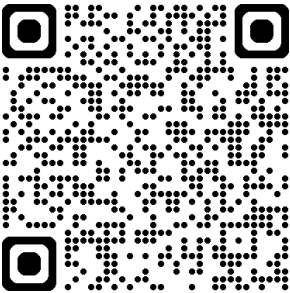
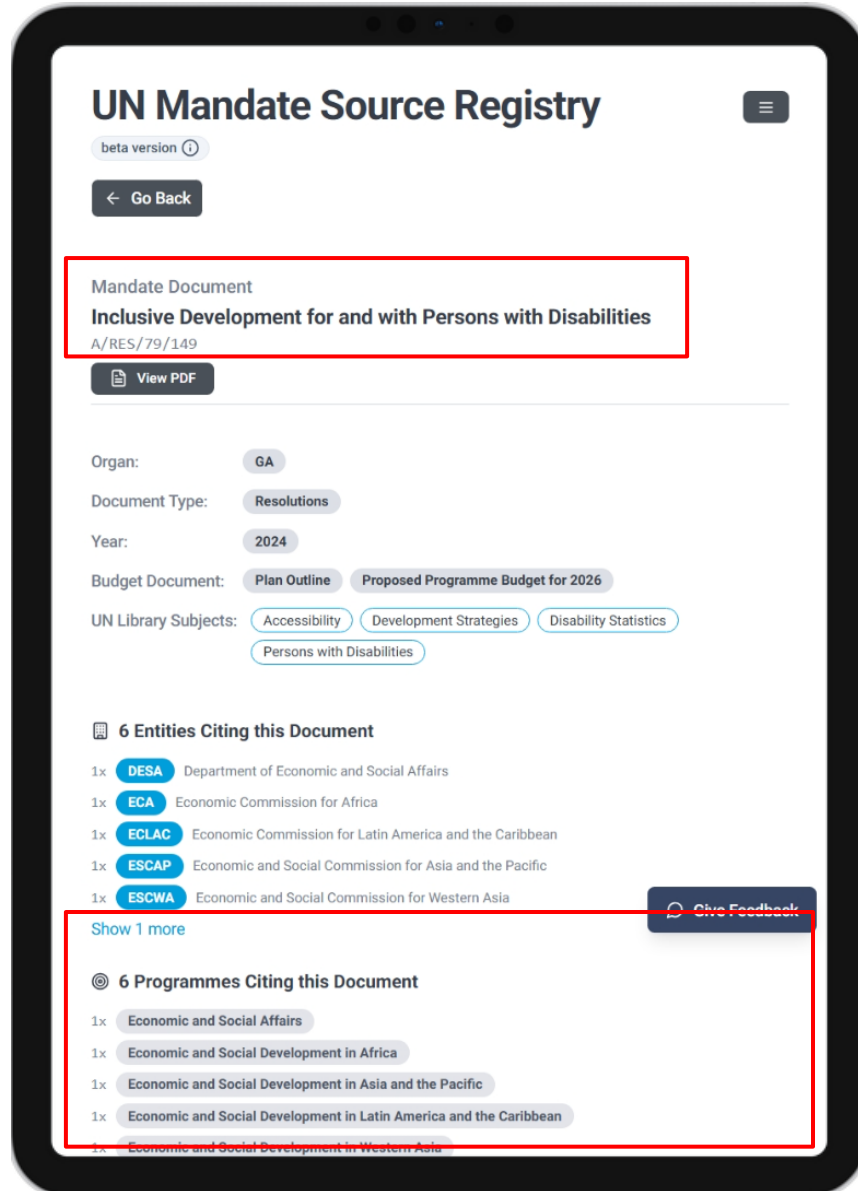


Illustration: Double-click on A/RES/79/149 on 'disabilities'



Preambular paragraphs

>30

Operative paragraphs

>40

Entities / organ types referred

>20

References to deliverables

~50

PERIODICITY, LENGTH, AND SIMILARITY:

- **Bi-annual** resolution, first in 2018 (in this form)
- **Length up** from ~4,900 to ~**5,500 words** since 2018
- **Similarity** of text between **85% to 88%** per edition

TRY HERE

